DISCUSSION DRAFT
9-23-97

STATE OF MONTANA

Montana Criminal Justice Information System

September 23, 1997

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CONSULTANTS

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EXECUTIVE SUMMARY

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EXECUTIVE SUMMARY

This executive summary presents the results of a strategic planning process that was directed at defining the vision and overall implementation strategy for the creation of a new criminal justice system for the state of Montana. This system has been named the Montana Criminal Justice Information System (MCJIS), and its scope includes all Montana state and local criminal justice agencies, as well as related agencies that need to access nonsensitive criminal justice information. Over the course of a 6-month period starting at the beginning of 1997, a group of state personnel began the strategic process of planning for a new system that would support the Montana criminal justice community. This process involved:

- A review of the current status of criminal justice information technology utilization in Montana.
- Identification of the overall needs of the state for criminal justice information from both a state and local government perspective.
- Identification of the vision, goals, and major initiatives for attainment of a new MCJIS.
- Documentation of the strategic or long-term projects that need to be accomplished to attain the desired vision.
- Development of a 5-year implementation plan with estimated costs and resource requirements.

The current state of Montana criminal justice system is operating as a series of independent applications with limited sharing of information between state agencies or between state and local jurisdictions. Today, through the Criminal Justice Information Network (CJIN), selected users are able to access to state criminal history, vehicle and driver, and related criminal justice information as well as national justice files. The current systems have been utilized for more than 20 years and have far outlived their planned useful life. In addition, other state and local agencies have expressed a strong desire to simplify access; increase the amount of information available; improve the cost-effectiveness of information technology; improve productivity associated with the use of current technology; and move into the utilization of more-advanced technologies such as optical character recognition, imaging, Live-Scan, and advanced data inquiry and reporting. The current system will not support these requirements and without major expansion of technology, the state will not be able to meet the growing demands of the criminal justice community for information technology.

In the most simple form, the vision for MCJIS and its support for the people of the state of Montana is as follows:

> *Through involved leadership and partnerships with federal, state, and local criminal justice agencies, develop and maintain an integrated, benefit-justified information system that allows the efficient capture and dissemination of high-quality criminal justice information to the community.*

To further clarify this vision, six goals were established to guide the future development of MCJIS. These goals are as follows:

- **Goal #1 - Improve the quality and quantity of criminal history data.** *Create and maintain a criminal history system that contains high-quality, timely, accurate, and complete data.*
- **Goal #2 - Increase the scope of MCJIS information availability and expand user access within a secure environment.** *Create and maintain the systems, policies, and procedures necessary to meet the criminal justice community's need for information while adequately controlling access.*
- **Goal #3 - Improve the cost-effectiveness of information delivery through equitable cost distribution based on utilization by the criminal justice community.** *Establish information delivery capabilities that are cost-effective and usage-based in disseminating criminal justice information to the community served.*
- **Goal #4 - Increase the scope and consistency of criminal justice systems training.** *Increase training to include a much broader scope (system, policies, procedures, and work flows) and deliver training to the community on a consistent and focused basis by both state and local agencies.*
- **Goal #5 - Involve key leadership, criminal justice management, and users in MCJIS design, development, and implementation.** *Increase the involvement of key criminal justice management and staff personnel at both the local and state level in the development of MCJIS.*
- **Goal #6 - Promote statewide technology standards and movement to common local applications.** *Establish common standards within the criminal justice community that will facilitate the exchange of information between parties.*

Based on this vision and the above-noted goals, the overall design of MCJIS was further clarified by definition of the MCJIS criminal justice community, a governance model, an applications model, and a telecommunications view of the future MCJIS.

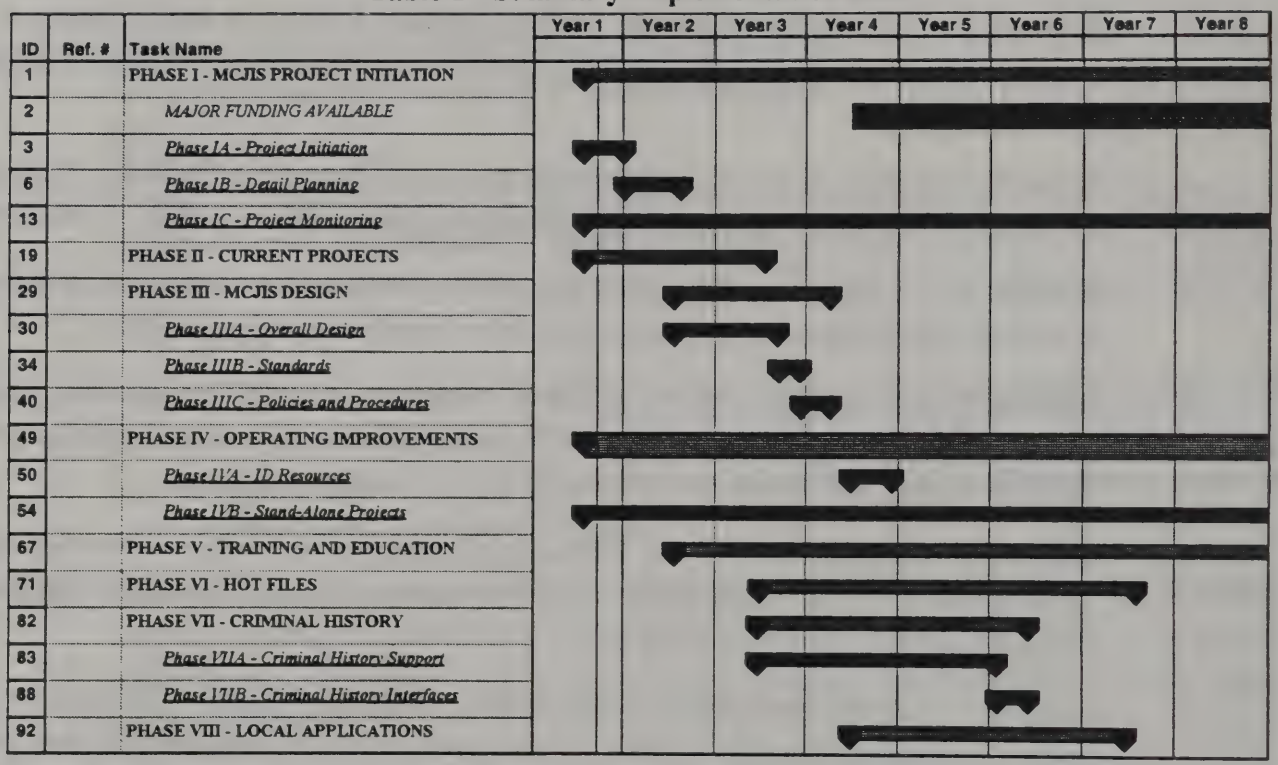
Using this definition of the overall design of MCJIS, a series of initiatives were identified to guide the design, development, and implementation of this new system. These overall initiatives are as follows:

- ***Initiative 1 - Governance.*** *Implement a revised organization/governance structure that will involve leadership and administration from federal, state, and local agencies in an efficient decision-making process that yields rapid implementation of MCJIS.*
- ***Initiative 2 - Funding/Management.*** *Improve the state's ability to manage projects and secure and maintain adequate funding for design, development, implementation, and maintenance of MCJIS.*
- ***Initiative 3 - Update.*** *Enhance the statutorial, policy, and procedural foundation required to ensure proper collection, maintenance, and dissemination of criminal justice information.*
- ***Initiative 4 - Identification.*** *Improve the capability of providing state and local jurisdictions with timely identification services based upon current and emerging technologies.*
- ***Initiative 5 - Process Improvement.*** *Utilize a structured approach for evaluating progress made against MCJIS goals and develop a mechanism for refining procedures and systems in the criminal justice community to improve effectiveness and reduce costs.*
- ***Initiative 6 - Infrastructure.*** *Evolve the existing information technology infrastructure with the introduction of new technologies in order to support both state and local applications and information-sharing requirements.*
- ***Initiative 7 - Central Applications.*** *Enhance the application systems and infrastructure that support the management and operation of state criminal justice agencies and their central repository functions.*
- ***Initiative 8 - Local Applications.*** *Support the development, integration, and implementation of local criminal justice application systems compatible with the overall MCJIS design.*
- ***Initiative 9 - Federal Programs.*** *Improve and maintain the state's participation in federal and national MCJIS initiatives.*
- ***Initiative 10 - System Integration.*** *Develop and enhance the data-sharing interfaces among existing and/or new state and local systems for the exchange of key criminal justice information.*

- ***Initiative 11 - Data Sharing.*** *Establish and maintain the data and information standards and processes necessary for exchanging key criminal justice information.*

For each initiative, a series of projects or work activities were identified that need to be completed in order for MCJIS to become a reality. These projects were then prioritized and the amount of resources required to implement each project was identified. This process yielded a detail implementation plan and an estimate of resources required to design, develop, and implement MCJIS over the next several years. In summary, Table 1 presents the major phases and subphases required to implement MCJIS.

Table 1 - Summary Implementation Plan


ID
Ref. #
Task Name
Year 1
Year 2
Year 3
Year 4
Year 5
Year 6
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1 PHASE I - MCJIS PROJECT INITIATION
2 MAJOR FUNDING AVAILABLE
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92 PHASE VIII - LOCAL APPLICATIONS

Based on this above noted implementation schedule, the following table presents the estimated level of resources by fiscal year to implement the MCJIS.

Expenditure Area	Fiscal Year 1	Fiscal Year 2	Fiscal Year 3	Fiscal Year 4
Salary and Benefits	$ 103,275	$ 75,675	$250,625	$ 394,475
Goods and Services	24,500	9,000	18,733	16,333
Equipment and Software	47,000	125,000	1,260,500	1,049,500
Travel	11,800	18,000	37,000	35,500
Contracted Services	345,000	255,000	257,500	355,000
TOTALS	$531,575	$482,675	$1,824,358	$1,850,808

Expenditure Area	Fiscal Year 5	Fiscal Year 6	Fiscal Year 7	Fiscal Year 8	Totals
Salary and Benefits	$ 161,375	$ 257,075	$ 82,875	$ 83,575	$1,408,950
Goods and Services	21,833	26,733	7,233	7,833	132,200
Equipment and Software	1,055,000	840,000	170,000	295,000	4,842,000
Travel	51,000	41,500	11,500	12,500	218,800
Contracted Services	552,500	425,000	125,000	110,000	2,425,000
TOTALS	$1,841,708	$1,590,308	$396,608	$508,908	$9,026,950

I. INTRODUCTION

I. INTRODUCTION

Effective and fair operation of the Montana criminal justice system depends on ready access to current, complete, and accurate information by all members of the criminal justice system. State and local criminal justice agencies throughout Montana have recognized the need for information and have acted to implement communications and computer systems that meet their internal needs, but the degree to which information is shared between jurisdictions, and even agencies within jurisdictions, has, to this point, been very limited. While limited links have been built between systems, there has been no viable way to address, or even identify, all the necessary interfaces to ensure that all criminal justice information available throughout the state is accessible by any authorized agency within the state.

The purpose of this plan is to identify a structured MCJIS environment that allows for the sharing of information by state and local agencies throughout the criminal justice community. It addresses the strategic direction of criminal justice information management in Montana and identifies initiatives that would help ensure that the desired environment is reached.

A. PROJECT BACKGROUND

Over the last 3 years, Montana has been working on several central criminal history-related projects to improve the quantity and quality of information made available to the criminal justice community. These projects and their results are as follows:

- Implementation of the Montana Arrest Number System (MANS)

  In July 1993, the Montana Department of Justice (DOJ) implemented a process that would assist in the tracking of criminal history from arrest through disposition. This was accomplished by creating a process and establishing forms and a MANS number that could be used by all components during the criminal justice life cycle. This process was well received by the local criminal justice community and is in operation today.

- Automated Fingerprint Identification System (AFIS) Implementation and Participation in the Western Identification Network (WIN)

  Utilizing AFIS as administered by WIN, the DOJ has been able to improve the classification, access, and distribution of fingerprint-based information. Adding AFIS has allowed the DOJ Identification Bureau to process an increased number of fingerprint cards and to disseminate information on a more accurate and timely basis.

- Improvements to the Law Enforcement Message Switch

  DOJ has recently made temporary modifications to the statewide law enforcement message switch to support user access to National Crime Information Center (NCIC), National Law Enforcement Telecommunication System, Interstate Identification Index (III), criminal history, and other law enforcement databases through the Montana CJIN.

- Establishment of the Criminal Records Improvement Project (CRIP) Task Force

  The Montana Board of Crime Control established the CRIP Task Force to evaluate the current status of criminal justice information systems and to develop recommendations and priorities for their improvement. This task force is composed of local and state criminal justice personnel and has identified a significant number of possible improvements to the criminal justice systems.

Based on interaction with the CRIP Task Force and discussions with other criminal justice information system personnel, it was decided that DOJ needed to seek the assistance of a consultant to review the strategic initiatives necessary to develop improved abilities to meet the information needs of the criminal justice community. The consultant would be chartered to develop a strategic plan for identifying the initiatives, costs, and time frame for development and implementation of an improved MCJIS. A consultant was hired, and over the course of several months activities were performed to assist the state in establishing a tentative strategic direction for improvement in the criminal justice system.

B. OBJECTIVES, SCOPE, AND APPROACH

The overall goal of the project was to develop a comprehensive plan for the improvement of criminal justice information systems within the state of Montana. Specific plan objectives include:

- Analyzing the current status of the information technology supporting criminal justice operations and data flows.
- Identifying the major needs of the state for integrated criminal justice information.
- Identifying and defining the vision, goals, and initiatives for attainment of a new MCJIS.
- Identifying and defining the strategic or long-term initiatives and activities that provide the necessary framework for the improvement plan.

- Developing a 5-year strategic plan based upon the initiatives and priorities identified by the MCJIS Planning Committee.

Upon achievement of these goals, the state will have a 5-year strategic plan that outlines the initiatives, projects, schedule, budget, and funding plan for improvement of criminal justice information systems within the state.

The scope of this plan includes the statewide information technology infrastructure that supports the primary and secondary criminal justice functions and organizations within Montana. This includes the law enforcement, prosecution, adjudication, custody, and supervision functions. The infrastructure includes the supporting applications for each criminal justice function, as well as the applications and network structures required to communicate between functional applications. The scope excludes many local infrastructure projects.

The overall approach to this project consisted of the following major activities:

- Development of Basic Data Flows - Documentation of the exchanges of information that occur between local and state criminal justice agencies.
- Conduct of Statewide Focus Group Meetings - Working sessions with local and state criminal justice personnel throughout Montana to determine information system needs and to confirm the data flows of the state.
- Inventory of Major Statewide Criminal Justice Information Technology Organizations - Based on a written information technology survey distributed to all local criminal justice agencies and subsequent telephone contacts, an inventory of all local major computing facilities in the state was prepared.
- Documentation of Findings, Needs, and Recommendations - Based on the above-noted activities, we prepared a report on our findings, assessment of major needs, and recommendations for improvement of the criminal justice system in Montana.
- Conduct of MCJIS Visioning Sessions - Working with an advisory committee, we assisted in the development of a proposed MCJIS vision, established long-term goals, and identified major initiatives/projects to be completed to attain the desired vision.
- Formalization of the MCJIS Strategic Plan - We developed a formal strategic plan to guide the long-term development of MCJIS over the next several years.

C. PLANNING METHODOLOGY

This strategic improvement plan was developed using a strategic planning process that is presented as EXHIBIT I, which follows this page. This methodology has three distinct components or phases: current situation assessment (diagnosis), strategy formulation, and implementation planning. In the current situation assessment phase, the present environment is confirmed in terms of past performance, current capabilities (strengths and weaknesses), and external influences (opportunities and threats). This analysis yields the strategic issues that must be addressed in the plan.

The strategic planning process involved defining the vision, goals, and initiatives for a future MCJIS in the state. Based on this vision and associated goals and strategies and given the available technical environment, a future vision was crafted. This vision identifies the overall direction that criminal justice organizations need to take to improve the criminal justice system in Montana.

The strategies and initiatives needed to realize this vision were subsequently developed to serve as the basis for organizing specific projects for MCJIS improvement. For each project, details of the necessary resources, schedules, and milestones for this improvement effort have been identified.

The resulting plan follows the structure outlined in EXHIBIT II, which follows EXHIBIT I. This structure comprises three main elements: the business planning component, in which the strategic business vision, goals, and initiatives are defined; the future vision (system design) component, in which strategic organization, policy and procedure, information technology, and data architecture models are developed; and the project planning component, in which tactical planning identifies the specific project organization, schedule, resources, and budget. The strategic portions of this methodology and tactical execution of subsequent phases are the responsibility of the team chartered to make MCJIS a reality.

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EXHIBIT I

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM

PLANNING METHODOLOGY

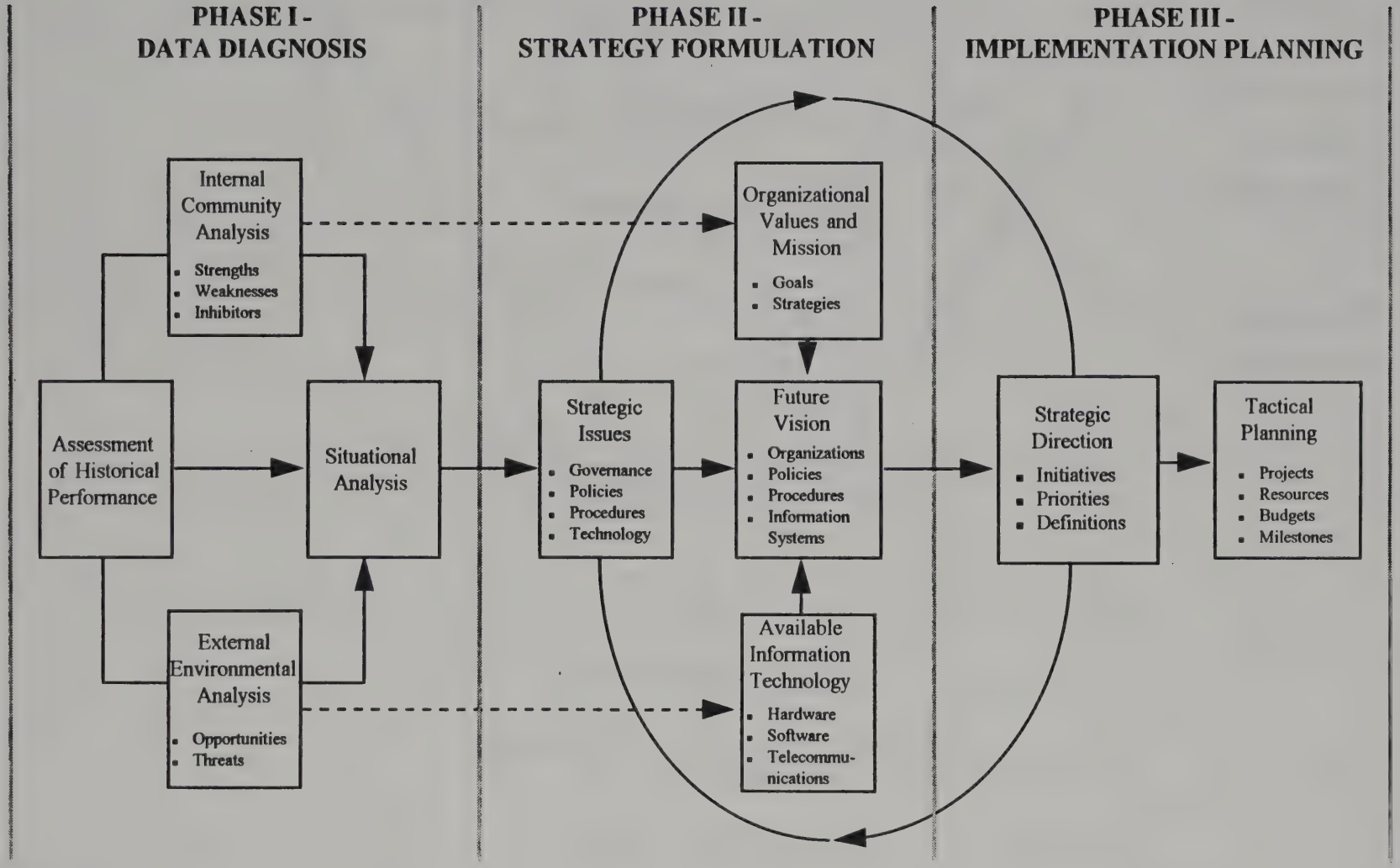

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EXHIBIT II

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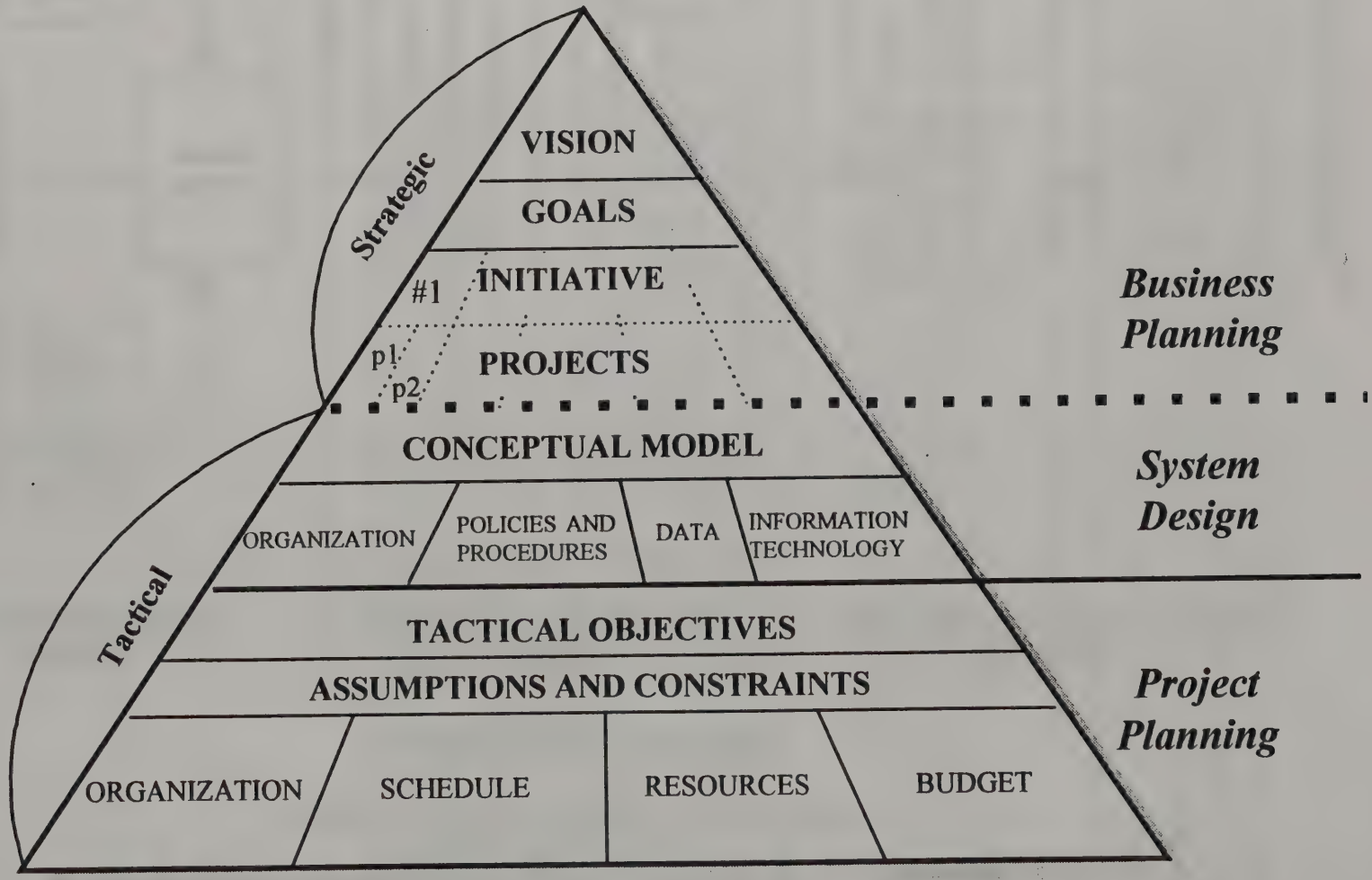
STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM

PLANNING STRUCTURE



II. SITUATIONAL ANALYSIS

II. SITUATIONAL ANALYSIS

This section presents an analysis of the current situation facing the state regarding the status of the information technology environment supporting state and local criminal justice functions. This analysis consists of an identification of the system's (MCJIS) customers, an analysis of the internal community, and an analysis of the external environment.

A. CUSTOMERS

MCJIS and strategic plan customers or stakeholders are grouped into three types. Primary customers are those with a direct operational need for the information that is created and/or stored within the system. The primary local customers are:

- Law enforcement (sheriffs, police departments).
- Jail administrators.
- County attorneys.
- Defense attorneys.
- Courts and judges (limited and district).
- Probation officers.
- Parole officers.
- Juvenile officers.
- Highway Patrol Division (DOJ).
- Department of Corrections (DOC).
- Board of Pardons and Parole.
- Crime Commission.
- Identification Bureau (DOJ).

Additionally, some customers or stakeholders require system-related information and communications. The secondary customers are:

- Department of Revenue.

- Health Policy and Services Division.
- Child Support Enforcement Division.
- Department of Transportation.
- Department of Revenue.
- Motor Vehicles Division (DOJ).
- County commissioners.
- City Council members.
- Federal law enforcement officers (Immigration and Naturalization Service, Federal Bureau of Investigation [FBI], international law enforcement, Military Police).
- Federal regulatory agencies (Social Security Administration, Internal Revenue Service, etc.).
- Firearm dealers.
- Private background-check providers.
- Press.
- Victims.

The third and final group of customers or stakeholders with a general interest in MCJIS are defined as tertiary customers. They are:

- Legislature.
- Other state agencies (not listed).
- The general public.
- Advocacy groups.
- Local government and private associations.
- Colleges and universities.

This listing of customers demonstrates the broad involvement of organizations that have a stake in improvement of the state's MCJIS.

B. INTERNAL COMMUNITY ANALYSIS

The analysis of the internal community is presented in terms of strengths and weaknesses. These were identified via the strategic planning session and are presented below.

1. Strengths

Strengths are those strong attributes or inherent assets that contribute to the existing MCJIS environment. The primary strengths identified are:

- Data Repositories - The state has worked over the last few years to develop well-defined central data repositories in terms of the criminal history system and associated hot files.
- AFIS - The state has implemented new AFIS technology through the WIN that allows fingerprint checks to be completed across a multiple-state network.
- CJIN - The state has implemented a message-switching computer system and telecommunications network for local law enforcement.
- Network Infrastructure - The state has implemented a strong, fault-tolerant multiprotocol backbone network.
- Case Management System - The state has implemented a common statewide case management system for all courts throughout Montana.

2. Weaknesses

Weaknesses are those defects or deficiencies that detract from the existing MCJIS environment. The primary weaknesses identified are:

- Data Sharing - Information is not shared between state systems, between state and local systems, or between local systems.
- Standards - The state lacks standards for technology, data, and/or procedures.
- Multiple Technologies - Although the majority of state criminal justice applications are based on a central mainframe solution, several other technologies are currently being utilized.
- Funding - Significant funding for local or state applications has not been available.
- Juvenile Policies - Policies and procedures for capturing, storing, and disseminating information related to juveniles have been inconsistent across jurisdictions.

- Governance - The current governance structure is missing adequate local representation.
- Local Software - There is a basic lack of application software for many law enforcement agencies and prosecutors throughout the state. These functions are critical information users and providers.
- Shared Vision - The state has lacked a commonly shared vision of the future of information technology for criminal justice.
- Communications - The demographics of the state inhibit the ability to communicate community needs and project information effectively.

C. EXTERNAL ENVIRONMENTAL ANALYSIS

The external environmental analysis comprises an assessment of the opportunities and threats facing the criminal justice community from outside the state. These opportunities and threats are presented below.

1. Opportunities

External opportunities are those factors, outside of the state, that could positively impact the MCJIS project. The primary opportunities identified are:

- Interstate Data Sharing - The federal Department of Justice has funded the replacement of critical federal data resources that are used extensively by the states. These include the NCIC and Interstate Automated Fingerprint Identification System (IAFIS).
- Federal Funding - Congress continues to provide states with funding for criminal justice information systems improvements via Byrne block grant funds and the National Criminal History Improvement Project (NCHIP).
- Standards - The federal government, working with state criminal justice agencies, has adopted standards for electronically exchanging arrest and disposition data. It has also adopted a standard for interstate photographic mug shot exchange.

2. Threats

External threats are those factors, outside of the state, that could negatively impact the MCJIS project. The primary threats identified are in terms of federal mandates. These are:

- Background Checks - New federal legislation allowing the use of criminal history record information for employment, federal housing, firearm ownership, and other checks increases the state's liability for this information.
- Domestic Violence - New federal legislation allows the disqualification of firearm ownership for individuals convicted of domestic violence. This affects the state criminal history system, as well as local law enforcement.
- Protection Orders - The creation of a national protection order file and the implications of the domestic violence legislation affects the state by requiring the implementation of a new state protection order file.
- Sex Offender Registration - The creation of a national sex offender registration affects the state by requiring the implementation of a new state file.

APPENDIX A, Federal Initiatives, summarizes the major federal initiatives affecting the state.

III. SYSTEM REQUIREMENTS

III. SYSTEM REQUIREMENTS

This section presents our assessment of the MCJIS relative to major findings, needs, and recommendations for future action. The majority of this section is directed at the central criminal history repository and the related systems and procedures that support creation and maintenance of this central repository data. Findings, needs, and recommendations are provided under the following major headings:

- Organization
- Technology
  - » General
  - » Applications/Data
- Policies, Procedures, and Standards
- Funding

A. ORGANIZATION

1. Findings

There is no clear vision for the future direction of the criminal justice system.

The criminal justice community is currently moving in various directions relative to the design, development, and implementation of criminal justice information technology. Local jurisdictions are acquiring a variety of applications and associated technology that may provide the state with future interface problems. Without a plan that involves the needs of local as well as state agencies, a clear direction for criminal justice development is lacking and continuity will be lost. It was interesting to note that the local jurisdictions indicated that excessive turnover had occurred in information technology leadership over the last several years. They believe that this factor leads to the lack of direction for criminal justice information technology.

Local jurisdictions are prepared to have the state take a leadership role in the development of an improved criminal justice system.

During the course of our review, local jurisdiction criminal justice agencies indicated that they would like to see the state take a leadership role in design and development of the criminal justice information system. Very positive comments were made about the state and the associated relationship with specific state agencies, but questions were raised as to why the state was not more aggressive in providing criminal justice information system leadership. This request for state criminal justice technology leadership is predicated on acceptance of the concept of joint local/ state participation in the development process. Local jurisdictions want to assist the state in the development of standards and in design and implementation of the revised criminal justice system.

An adequate governance structure for local/state information systems technology decision making does not exist.

Today, other than through professional relationships that exist between specific local and state criminal justice personnel, there is an inadequate structure for local involvement in development of the criminal justice system. Although local jurisdictions are involved in several committees within the state, no formal structure exists for the involvement of cities and counties in information technology design and development.

Without a formal plan and a strategy for the communication of status against that plan, local jurisdictions do not have adequate information regarding the status of criminal system development. Although local jurisdiction technical personnel are involved in state technology committees, they have no formal involvement in technology planning and development.

Small local jurisdictions believe that they are not adequately involved in criminal justice system planning.

The seven largest cities in Montana represent at least half of the state's population. The remainder of the population resides in small cities throughout the state. During the course of our planning sessions across the state, small jurisdictions indicated that they do not believe they are adequately involved in setting direction for the criminal justice system. They believe the state needs to consider designs that will allow cost-effective access to information for these small localities.

The small jurisdictions also want to find ways for the state to involve them in the criminal justice system development process. They want to help ensure that any new system design considers their needs.

The current planning partnership between the Supreme Court and the departments of Correction and Justice is a very positive step toward an integrated criminal justice system.

The technology partnership between the departments of Corrections and Justice and the Supreme Court is a very effective relationship upon which to develop plans for the future direction of criminal justice systems. This relationship involves the state's key stakeholders of criminal justice systems and is an effective basis for further development.

2. Needs

A revised criminal justice information system planning and operating governance structure is required.

Establishment of the departments of Justice and Corrections and the Supreme Court as leadership agencies for design, development, and implementation of revised information systems is a valid and positive step toward enhanced systems support for the criminal justice community. Under this planning concept, local jurisdictions will need to be involved to provide input on the design and implementation of new standards, systems, policies, revised work flows, and procedures. The state will need to consider the establishment of a permanent policy advisory group of local and state agencies, as well as the establishment of periodic work groups to assist in various project and studies as the revised criminal justice system is designed, developed, and implemented.

The policy-level advisory group should be constituted from high-level management of state and local jurisdictions with adequate representation from the courts, corrections, justice, law enforcement, prosecution, and other associated agencies. The purpose of this group would be to review policy-level issues and advise the state on direction and impact to current operations of proposed changes. As a secondary purpose, the group should achieve a partnership relationship with the state and obtain buy-in to criminal justice direction relative to systems and associated nonautomation changes. After implementation of new systems, this policy-level advisory group would also be chartered with the responsibility to monitor required changes and to prioritize and communicate their impact to the community. Although in many cases work groups would be responsible for the actual activities necessary to establish new directions, this policy advisory group will have to communicate with and achieve consensus from the community on all changes to the criminal justice system. Therefore, it is advisable to constitute the policy advisory group from members who are able to represent various factions of the criminal justice community.

We believe the state should consider the utilization of numerous associations that represent the needs of a variety of criminal justice groups. For example, we understand that there are active associations of county clerks, sheriffs, police, and county attorneys. If the state considers methods for integration of these associations into the decision-making and information dissemination process, large groups of

stakeholders can be represented by a limited number of direct, active participants in the process. Under this concept, key association members would participate in the planning design, development, and implementation process, then communicate back to the associations. This communication between the project participants (key association members) and the full associations would allow large numbers of criminal justice personnel to provide and receive input about the status of various projects.

Based on the establishment of a strategic and then a tactical plan, various groups composed of local and state personnel would need to be established to help develop a wide variety of work products. For example, if the state elects to establish a project to define standards for technology, it would be necessary to empower a group of local and state personnel to work on the establishment of and support for standards that will affect both state and local agencies now and in the future. If another project were directed at replacement of the criminal history application, it would be advantageous to seek assistance from local and state agencies to confirm and market the decisions associated with the new criminal history system. After completion of these limited-duration projects, the work groups would be disbanded and new groups would be formed to assist in other areas. This process would help the state to achieve proper direction, communicate changes to the community, and allow implementation of changes with adequate involvement of the criminal justice community.

3. Recommendations

The state needs to review and establish an improved criminal justice information technology advisory structure.

We recommend that the state establish a project to review the current status of all advisory committees and determine an improved structure for involvement of local jurisdiction personnel in information technology planning, design, development, and implementation. This structure must adequately involve state and local agencies, with particular emphasis on the local components of the criminal justice process (law enforcement, county attorney, courts, clerks). In addition, consideration needs to be given to methods for involving small Montana jurisdictions in the systems improvement process.

B. TECHNOLOGY - GENERAL

1. Findings

A limited number of local jurisdictions are heavy users of information technology.

In our information technology survey, we noted that only five major city/county organizations are significant users of information technology. These sites are connected to the state backbone and maintain a level of high automation but are not fully integrated to form an MCJIS. The remainder of the local jurisdictions use stand-alone systems, local service companies, or, in many cases, manual operations.

The state lacks significant experience with client/server technology.

Although some criminal justice agencies have had experience with new client/server technology, the CJIN is predicated on older mainframe-based technology. This means that current software is not oriented to this new technology, and state personnel have had very limited experience with it.

Local jurisdictions are heavy users of outsourcing.

Many of the local jurisdictions surveyed utilize local service bureaus to process their information requirements. During the course of our survey, we encountered at least 10 data processing vendors that have contracted with cities/counties to perform information systems services.

Statewide standards need to be established for protocols, hardware, and software environments.

Standards are important guidelines for development of systems that involve multiple agencies. Standards allow coordination of information exchanges between agencies without costly and timely conversion activities. We understand that the state has established some standards, but standards in the areas of applications, operating systems, imaging, and networks require further work.

Local jurisdictions would like to increase the use of technology to improve productivity.

We noted that a majority of the local jurisdictions would be receptive to the implementation of improved technology. They believe that effective use of technology will increase the productivity of personnel within the local jurisdictions. In a majority of cases, jurisdictions cannot afford the cost of new technology, so current systems tend to continue to operate. From the state's perspective, if local jurisdictions could acquire standard applications to improve their productivity, the state could benefit from a single interface of information from the locals to the state. This single interface would reduce

the difficulty in transferring information on an automated basis and allow data to be received without human intervention.

Many jurisdictions indicated that they would like to utilize imaging technology, bar coding, and other types of scanning equipment. But again, due to the cost of this technology, only limited effort is being placed statewide on these types of technology improvements.

2. Needs

The state needs to plan for the impact of imaging requirements.

Due to the requirements of NCIC 2000, III, other federal programs, and state requirements, data, image, audio, and video technology needs to be understood so future technology decisions can be made for the state. We believe there is a need for the criminal justice community to establish some area of government that is responsible for new technology review. Based on this analysis, recommendations can be made relative to the best ways for the criminal justice community to utilize this technology.

Consideration needs to be given to technology solutions for small jurisdictions.

Small jurisdictions within Montana need efficient, cost-effective technology solutions. These solutions should allow them to access needed data, but at a lower cost than that for full-time CJIN terminal users. There is a need to explore the usage of dial-up networks, regional processing centers, and other solutions that will give small jurisdictions information technology processing capability for low transaction volumes at lower costs.

New information system technology needs to be implemented, while considering the current investment in legacy systems and personnel.

The state is currently operating a variety of criminal justice systems that are working under old and new information technologies. In the case of criminal history systems where old technology is in use, the state needs to replace this technology and associated applications. These changes to technology need to be based on tangible and intangible benefits that demonstrate technology replacement is valid.

At the same time, consideration must be given to the cost and impact to current personnel of this shift to new technology. This will require the development of tactical plans that address the training and technology transfer activities that must be undertaken to allow state personnel to maintain the new environment. In addition, consideration needs to be given to the number and types of personnel necessary to maintain the new environment. The ability to continue to change applications after they

have been implemented will be based on the technology implemented and the level of resources available to support changes.

If replacement of current technology and existing applications cannot be justified based on a benefit analysis, changes to these areas should be postponed. It may be a good business decision to continue the utilization of current technology and to concentrate resources on other areas of the criminal justice system. Therefore, the decision to change applications must also consider whether the current technology needs to be replaced because of excessive cost, failure of the vendor community to support the technology, or the inability of the applications to support required or mandated changes.

3. Recommendations

The state needs to move forward with the acquisition of new technology on a structured and planned basis.

The state is currently involved in a strategic planning project to identify the global direction and future vision for criminal justice systems. It must continue to approach the acquisition of new technology by moving from this strategic process to a tactical planning process. The resulting tactical plan should identify the major projects and activities to be undertaken for approximately 2 years and should include resources, time lines, and costs. This plan should include local jurisdictions and ensure that small cities and counties are involved in the process and the resulting solutions. When the tactical plan is nearing completion, the strategic plan should be reviewed and updated, then a new 2-year tactical plan should be established for execution over the subsequent 2-year period.

Under this planning process, the state needs to acquire new technology and phase out the legacy environment. This process needs to be tightly controlled, as noted above, and projects with a duration of less than 16 months need to be systematically undertaken, with identified benefits to be achieved, within the plan time lines. This process will help to secure funding and determine the adequacy of resources as the improved criminal justice system is built.

Concurrent with plan execution, the state needs to become more involved in the review of technology and its associated trends. Through this type of research, the state can take a leadership role in assisting local jurisdictions with their selection of technology. With this technology knowledge and experience and the effective establishment of standards, the state will become a focal point for criminal justice technology direction. At the same time, problems with data compatibility and interfaces will be reduced, resulting in an overall improvement in data quality.

We believe that with the effective utilization of new technology, service to the criminal justice community can be improved. This improvement will also increase the overall safety of the community, as

better information will assist line criminal justice personnel in the performance of their duties. At the same time, the use of new technology, in conjunction with reengineering activities, will allow the criminal justice system to be redesigned with improved work flows and more-current information.

C. TECHNOLOGY - APPLICATIONS/DATA

1. Findings

The current central repository applications are based on older technology.

The switcher (circa 1979) is coded using Basic Assembly language, which is no longer supported by the vendor community. Although the application is still maintained by technical personnel and, if necessary, could be modified to support new changes, the state faces some risk in maintaining this old technology. The criminal history repository application is maintained under old technology and could be maintained for several years to come, but the lack of flexibility in application design makes it a candidate for replacement. In addition, central repository users are interested in finding other methods for entry of data into the repository.

Entry of data into current applications requires extensive utilization of personnel.

Based on interviews with both state and local personnel, entry of information into the current criminal history system requires massive amounts of time. Criminal justice user personnel need to find new methods that will allow the submission of information to the central repository with reduced human intervention.

Local jurisdictions suggested that the state move to a data warehouse concept.

Several personnel at the local jurisdiction believed that the state needed to consider the utilization of a data warehouse information model. Under this concept, a central repository would store information from both local and state agencies. This information would then be made available to criminal justice users. We recognize that this concept might have merit, but extensive research and planning will have to be undertaken before it is implemented.

The state National Incident-Based Reporting System (NIBRS) was reported to have several operating problems.

On several occasions during the course of our review, we noted that local jurisdictions believe the state's incident-based reporting system has significant operating problems. In many cases, it was

indicated that the available software tools did not work properly and that support for these problems was not available.

Local jurisdictions tend to rely on local data rather than state data.

Local jurisdictions maintain a mix of automated and manual records systems. Generally, these jurisdictions indicated that due to problems with the quality of data in the central repository, they would utilize local data rather than state information. They further indicated that on numerous occasions, when they had relied on state information, they later found that local records were more accurate and timely than the state system.

We recognize that the central repository is no more than a collection of information provided by the local jurisdictions. Today, the central repository has limited ways to determine the accuracy of information provided by the locals. Therefore, problems with the central database can most often be tracked back to the local jurisdiction (i.e., failure to provide information, improper completion of data or forms, or information that requires interpretation by the central repository).

Central repository users must rely on technical personnel to develop information inquiries and reports.

Criminal justice users indicated that the current system does not allow nontechnical personnel to form inquiries and reports independently. Generation of a new report requires the utilization of technical personnel to design and program the procedures necessary to display the desired information.

2. Needs

Criminal justice users desire more functionality in central repository applications.

We noted several areas in which central repository users have requested that significant new functionality be added to current applications. This means that significant modifications must be made to current repository applications to support the needs of the criminal justice community.

Information needs to be displayed in noncode formats.

Local jurisdictions indicate that current CJIN screens and reports have too many coded fields that are difficult to recognize. They would like to see all codes within the criminal justice community standardized and displayed in understandable text, rather than a code.

Local jurisdictions want to have all misdemeanor and felony information maintained in the central repository.

Field personnel indicated that they would like to have the central repository include all misdemeanors and felonies. Although the repository is structured to receive these types of records, if the full volume of transactions were sent to the central repository, it would have great difficulty in processing the data in a timely manner. Future technology considerations should include the implications of this increased volume.

Compliance with federal requirements needs to be achieved.

During our review, we noted several areas where the state may not be in compliance with federal requirements for information retention and dissemination. These included the following areas of noncompliance:

- Under the National Child Protection Act (1993), records of abuse against children must be submitted to the FBI's national record system.
- The Crimes Against Children and Sexually Violent Offender Registration Act (1944) requires states to establish 10-year registration programs for persons convicted of certain crimes against minors and sexually violent offenses.
- The Violence Against Women Act of 1994 proposes new requirements for the handling of protection orders by law enforcement agencies.

Simplify entry of data into the criminal justice system.

Entry of information into a variety of criminal justice databases constitutes a major expenditure of human resources. Users expressed the need to find improved methods and ways to reduce the amount of data entry time necessary to complete information processing. Users would like to see the criminal justice system consider the utilization of scanning devices to reduce the amount of pure data entry resource consumption. If local jurisdictions were to utilize electronic fingerprint collection devices, information quality would be improved and data entry time would be reduced.

Criminal justice personnel also indicated that resources are not being utilized productively and data entry errors are being created from the reentry of information. Many interviewees indicated that information resident in one automated system is printed out in hard copy form and passed to another criminal justice agency. Users believe that increased use of interfaces would reduce the activities associated with multiple entry of the same data.

Access to criminal justice information needs to be improved.

Criminal justice users desire the ability to access criminal history-related information through execution of a single transaction that would search multiple state agencies' databases and report the occurrence of requested information. If users desired to review more-detailed information, they could initiate other transactions to retrieve it.

In order for this need to be met, the state should consider methods that will allow court and corrections data to be accessed concurrently with DOJ criminal history data. Users have expressed the desire to be able to track the status of offenders from initial incident/arrest through incarceration and supervision. To solve this requirement, information from three agencies (DOJ, DOC, and Courts) will need to be integrated or accessed on a real-time basis. Users also reiterated that the database should include more demographic information than is available today, maintain all misdemeanor and felony information, and improve the reporting of details associated with the transition of offender status from arrest to disposition.

The quantity and quality of criminal history information need to be improved.

As previously noted, criminal justice users have stated a need to expand the amount of demographic information maintained on offenders. At the same time, they would like to find improved methods for continual update of demographic data. This would include the ability to update demographic information by other agency information input. For example, users would like the ability to access updated demographic information when licensing data is supplied from another agency.

In addition to the increase in information, users have requested significant expansion in the "hot file" data maintained in the central repository. During our discussion, local personnel expressed the need to have numerous additions to the current "hot files" maintained by the DOJ. Hot files incidents, such as in-custody, sex offenders, violent offenders, missing children, domestic violence, protection orders, statewide warrants, and juvenile offender status, were discussed as new information that should be maintained for access by criminal justice users.

Simplified access to criminal information is desired.

Users expressed the desire for simplified access to criminal history information. This need was directed at ways in which various workstations could be utilized to access information, rather than having to maintain a hard address of a workstation. Users want to be able to access criminal history information from any device they may utilize during their workday. Although security requirements imposed by state and federal regulations may not allow this to occur, the need for more simplified access remains.

Throughout our conversations with local jurisdictions, a consistent requirement for the utilization of a master name index concept was expressed. Under this concept, any information related to an offender would automatically be updated in a master name index. If investigative personnel had information on an offender, the index would be updated to point to the unit that had the information. If new licenses were acquired by the offender, that information would be added to the name index. This index would only be used to point to the agency that had the information, not require addition of the data itself to the index.

Software tools for access and reporting of data by user personnel are nonexistent.

State and local criminal justice personnel would like to be able to access central repository data with tools that do not require technical assistance. With these tools, users could generate their own inquiries and reports relative to information maintained in the central repository.

3. Recommendations

Replace key current central repository applications.

Over the next several years, the state should replace the switcher, criminal history, and hot files that are the backbone of CJIN. These applications have served the state well, but the technology and system design of these applications are no longer adequate to support the changing needs of the criminal justice community. Prior to actual replacement of these applications, a detailed system design process should be employed to determine the architecture to be used and the attributes of technology necessary to support future central repository needs.

In addition, as a part of the system design process, the state needs to reconsider both the data elements and database structure necessary to support future needs. Due to the needs of the community for additional information (demographics and hot files), this part of the detail system design will need review prior to acquisition. At the same time, the state needs to determine the best method for integrating court-based disposition and corrections data into the repository. These interfaces should be a requirement for the vendor assisting in development of the new system.

We also recommend that the state acquire these applications from the vendor community, rather than try to develop them. Our experience has shown that the available applications will meet most of the state's requirements. For those areas where the vendor applications are deficient, consideration should be given to a contract relationship with the vendor to develop the required additional functionality.

As major requirements of this replacement, new central criminal history repository applications must include user-friendly report writers and inquiry tools. These capabilities should allow users, based on adequate vendor training, to produce reports and develop inquiries into the repository without the aid of technical personnel.

Initiate programs to improve the quality of information in the criminal history system.

We are aware that the Identification Bureau has recently initiated new programs to reach out to the criminal justice community to improve the quality of central repository data. We understand that these programs include field audits, training sessions, and periodic meetings with the local jurisdictions to review issues and problems. We recommend that these programs continue and that the local jurisdictions be surveyed to determine the types of interaction they prefer in the future.

D. POLICIES, PROCEDURES, AND STANDARDS

1. Findings

Criminal history and related applications are not perceived by the local jurisdictions as a high priority from the state's perspective.

Local jurisdictions indicated that since they do not receive significant information on the state's need to maintain high-quality criminal history information, this data is not a high priority for the state. In addition, they believe that the absence of adequate criminal justice systems maintenance personnel tends to indicate that criminal history is not a high priority for the state.

Communications between the state and local jurisdictions need to be improved.

Local jurisdictions indicated that they receive very little information from the state on the direction of criminal justice information systems. In several cases, local personnel stated that for a period of up to 5 years they have not received adequate communications on applications, data direction, and planned utilization of technology.

Changes in existing work processes will yield improved productivity.

Several interviewees indicated that there are major opportunities for the criminal justice system to improve productivity and efficiency. In addition to directing the system to move to common coding, common procedures and forms could be developed to force consistency in the criminal justice system. The interviewees pointed to the work done with the MANS form and suggested that the state carry

this concept into other areas. Although Montana has 56 counties and over 100 major cities, there are numerous opportunities for business redesign of criminal justice activities.

2. Needs

Consideration should be given to the establishment of common applications for utilization by local jurisdictions.

On several occasions, we had the opportunity to discuss whether the local criminal justice community could agree on the selection and utilization of common packaged software. It was indicated that if the process were comprehensive and involved local personnel, it should yield a consensus-based solution. We recognize that for many jurisdictions, this process would be accomplished long after commitments have been made to other products; so for those jurisdictions that have made commitments, movement to another set of common applications would not be feasible. But, over the long term, movement toward this standard could occur and Montana would end up with fewer interfaces between the state and local government.

Based on the establishment of a strategic criminal justice information system plan, the state needs to develop a detail tactical plan to support short-term (2-year) activities.

After development of the strategic plan, the state should form a work group composed of state and local personnel to develop a detail tactical plan for specific projects to be accomplished in the next biennium. This tactical plan should identify the projects, resources, costs, benefits, and schedule for completion over the next several years. The tactical plan would become the vehicle to be used by the state to monitor the completion of tactical projects. In approximately 2 years, the strategic plan would be reviewed and the tactical plan updated to reflect projects for the new biennium.

The state needs to take a leadership role in the establishment of criminal justice information technology standards.

The state needs to establish statewide standards for imaging, communications, database management, common forms, common applications, coding, e-mail, and other common areas. Throughout the United States, a number of organizations have established information technology standards. Examples of these organizations are:

- International Standards Organization/International Electrotechnical Committee.
- International Telegraph and Telephone Consultative Committee.
- The Institute for Electrical and Electronics Engineers.

- Portable Operating System Interface for Computer Environments (POSIX).
  - » POSIX provides consistency across unlike operating environments.
- Open Systems Interconnect.
- The FBI.

These groups represent only a fraction of the entities that have been created to establish standards to ensure continuity between agencies. We believe the state needs to identify the areas of standardization that should be considered and to work with local and state agencies to establish statewide standards for criminal justice systems. We believe the state should consider standards for the following areas:

- Applications.
- Operating systems.
- Networks.
- Imaging (photo and fingerprint).
- Video.

3. Recommendations

Formalize the strategic and tactical planning process.

Based on the creation of a planning methodology, the state needs to formally define the methodology and ensure that it is consistently applied over the next several years. This planning methodology must be used from this point forward if the state is to establish and maintain a valid strategic and tactical process for improving the criminal justice system.

Conduct a project to establish statewide standards.

The state needs to undertake a project to review available standards and establish and communicate them to the criminal justice community. It is critical that local jurisdictions be involved in this process and that the result becomes a published set of standards for distribution and update for the foreseeable future.

Establish a project to review the feasibility of establishing improved criminal justice work flows.

The state should consider acquiring the services of a firm that is qualified to conduct reengineering activities to review and improve state and local work flows for criminal justice. Through the utilization of a state/contractor team, significant changes that will improve system efficiency and productivity should be identified, designed, and implemented. Subsequent improvement projects can then be accomplished by the state team with limited support from the contractor.

E. FUNDING

1. Findings

The current compensation for criminal justice personnel may not be adequate to attract and retain technology personnel.

During discussions with various state staff, we noted that compensation levels of technical personnel may not be adequate to continue to attract and retain qualified individuals. If the state moves toward the use of client/server technology, it will have great difficulty in vying for technical personnel at the compensation rates presented by several state employees. For the state to continue toward the implementation of new technology, consideration must be given to increasing compensation to a level that will attract and retain high-quality technical personnel.

Significant increases in criminal justice information systems funding need to be made.

To design, develop, and maintain a responsive criminal justice system, the state needs to recognize that significantly more funding must be made available. When new technology and applications are established, the state must plan to expend more recurring dollars to maintain and continually enhance the new environment. The concept of incurring one-time expenditures for information technology should be replaced with the idea that recurring costs to sustain the newly created environment will be inevitable. As soon as the new technology environment is established, recurring costs will have to be increased to sustain both new and legacy technology until all applications and data are converted. Then, after full conversion, the state must protect this investment with adequate funding for system maintenance and enhancement.

Users expressed concern that the state perceives that at some point, information technology will be completed. The fact is that owing to changes in technology, changing user requirements, mandated changes, and ways to improve productivity, the criminal justice system will continue to be modified forever. Therefore, although significant consideration must be given to the technology solution to

ensure that it will accept change, the state must provide continual and adequate funding to maintain and enhance the criminal justice system.

2. Needs

The state needs to establish a working relationship with the legislature to achieve long-term funding for criminal justice system enhancement.

To achieve the desired levels of change necessary to support new system implementation while maintaining the current legacy environment, funding assistance from the legislature must be found. After completion of the tactical and strategic plans, regular meetings will need to be scheduled with the legislature to inform it of progress and to continue to seek required funding for long-term system improvement. As a part of this process, the state must find ways to increase the compensation paid to technical personnel in support of the project.

3. Recommendations

Establish a marketing process to sell the criminal justice system improvement project.

Based on creation of the strategic plan, a selected group of state and local personnel needs to begin a program to market and explain the proposed plan to improve the criminal justice system. This team will need to meet with agency management to present the plan and seek support for the direction. Following agency acceptance of the plan, legislative personnel need to be contacted and the plan needs to be explained and funding secured. This process will recur to continue to demonstrate benefits and to seek ongoing funding for the criminal justice system improvement program.

IV. STRATEGIC PLAN

IV. STRATEGIC PLAN

The initial step in developing the MCJIS Strategic Plan was to define the long-term or strategic business direction, then determine the initiatives from which specific projects could be identified. This section of the plan defines the goals and vision of the future MCJIS and identifies the strategic initiatives toward achieving the established goals and vision.

This section presents a vision of the desired future system and establishes strategic goals and initiatives for improvement of the MCJIS. The remainder of the section is organized under the following headings:

- Criminal Justice Information System Vision - A description of the long-term vision for future MCJIS development.
- Goals - A series of goals that briefly state the desired direction of MCJIS development and implementation.
- Future System Vision - An overview of components of the future MCJIS.
- Initiatives - A description of desired future actions or initiatives for the criminal justice community.
- Critical Success Factors (CSFs) - A description of factors that must be met in order to have a successful project.

The vision, goals, and initiatives described herein were defined by the MCJIS Planning Committee and form the basis for project plans described in Section V of this document.

A. CRIMINAL JUSTICE INFORMATION SYSTEM VISION

Based on the planning sessions with members of the MCJIS Planning Committee and other members of the criminal justice community, as well as the review of issues, problems, and the desired long-term direction expressed by planning session participants, the overall mission for the MCJIS can be summarized as follows:

> *Through involved leadership and partnerships with federal, state, and local criminal justice agencies, develop and maintain an integrated, benefit-justified information system that allows the efficient capture and dissemination of high-quality criminal justice information to the community.*

B. GOALS

Within the context of this overall mission statement, the major goals for MCJIS development and implementation were identified and defined by planning meeting members. Goals define the desired long-term attributes or characteristics of the future system and, when possible, provide the evaluation criteria or methods by which the community can determine whether progress has been made in achieving the defined mission. To help ensure that goals are being met and that adequate monitoring of desired results is being accomplished, MCJIS design, development, and implementation will be monitored by a basic measurement system. This measurement system will monitor the CSFs for project success, milestones, schedules, and deliverables.

Goal #1 - Improve the quality and quantity of criminal history data. *Create and maintain a criminal history system that contains high-quality, timely, accurate, and complete data.*

It has been noted through development of the above vision that significant improvement is needed in both the quality and quantity of criminal history data as currently maintained by the DOJ. Since the primary components of the criminal history repository and associated hot files are generated and maintained by local jurisdictions, significant data integration and technology improvement efforts must be undertaken to establish an enhanced central criminal history repository. At the same time, the recently developed Identification Bureau audit team will need to continue its commitment to the refinement and modification of its policies and procedures necessary to monitor and report on the communities' ability to maintain high-quality data. This audit team will also continue to assist the local jurisdictions with improved methods and procedures for increasing the quantity and quality of data reported.

Development of new field audit programs, increased user training and education programs, and continual review of information received from local jurisdictions will help to improve the quality and quantity of criminal history data. In addition to these criminal history program activities, increased utilization of automated exchanges of information must occur. Full integration of local jurisdiction systems to the state, automated exchange of information between state and local agencies, and improved utilization of technology will all lead to improved quality and quantity of information in the criminal history repository.

Goal #2 - Increase the scope of MCJIS information availability and expand user access within a secure environment. *Create and maintain the systems, policies, and procedures necessary to meet the criminal justice community's needs for information while adequately controlling access.*

Today, personnel in agencies that have access to sensitive criminal justice data are required to spend time in courses, certification procedures, and skill training that will ensure an understanding of the responsibilities and process for information retrieval. To improve support to the criminal justice community, it is necessary to expand the types of information available to criminal justice users and at the same time to allow different types of access. Individual agencies that are certified to have access to sensitive criminal justice data need more information about serious offenders and their status in order to provide a higher level of public awareness and safety.

Other secondary criminal justice information users, who do not require certification for access to non-sensitive information, need to be able to access demographic, licensing, and other types of status information in a highly simplified computing environment. Examples of these users are the departments of Fish, Wildlife, and Parks; Labor and Industries; Livestock; Public Health and Human Services; Revenue; and Transportation. MCJIS must be able to support a variety of uses, from the simple, nonsensitive data inquiry to the tightly controlled security associated with access to conviction and arrest information. Access to criminal justice information needs to be redefined so that nontechnical user personnel can assume more responsibility for maintenance, access, and control of information. New user-friendly tools must be procured to assist users in access and control of criminal justice data.

As we move forward with MCJIS design and development, we will see an increased demand for access to information from both the state and local environment. This will require increased computing resources in the form of computers, software, and support personnel to maintain easier access and increased volumes of queries. This increased access will require the modification of existing statutes to allow access to this data, and new classes of users will need to be established and controlled in order to be able to review nonsensitive data.

This shift in responsibility for users in maintaining, controlling, and disseminating criminal justice information will necessitate a different role for technical personnel. Based on the agreed design of MCJIS, technical personnel will be responsible for maintaining the infrastructure (network, database software, application software, operating software, workstations, access tools, etc.), while users will control applications and the associated information. Technical personnel will maintain the tools and software, but users will control all information repositories, access, and dissemination of data. More specifically, users will be responsible for establishing priorities for system modification, maintenance,

and development; design change approval; creation and execution of as-required reports and queries; maintenance of data control tables; system/maintenance change acceptance; and user training.

Goal #3 - Improve the cost-effectiveness of information delivery through equitable cost distribution based on utilization by the criminal justice community. *Establish information delivery capabilities that are cost-effective and usage-based in disseminating criminal justice information to the community served.*

Today, concerns exist in the criminal justice community that CJIN costs are too high and that the current method of cost sharing may not be fair. To evaluate and potentially reduce the cost of information delivery, current funding and cost distribution policies and procedures need to be reviewed and alternatives determined and evaluated. Often, criminal justice system costs are not viewed as all of the costs associated with development, maintenance, and administration of both local and state information systems. These costs include personnel, hardware and software, facilities, and contracted services, and all of these areas must be considered in determining the methods to be utilized for redistribution of costs.

Proven technology that will allow information to be delivered to users more effectively and efficiently will need to be identified. This technology must support change much more efficiently than is the case today. In light of constantly changing federal and state requirements, the new MCJIS must be able to adapt without constant rewrite and new development of applications. Future development of applications should be based on technology that will allow the maintenance of implemented applications to become easier, faster, and more efficient.

Goal #4 - Increase the scope and consistency of criminal justice systems training. *Training must be increased to include a much broader scope (system, policies, procedures, and work flows) and must then be delivered to the community on a consistent and focused basis by both state and local agencies.*

Concurrent with MCJIS development and implementation, the criminal justice community must expand the quantity and quality of its training programs. More general information will have to be provided on procedures, system utilization, standards, and the implementation of consistent policies across the state. In the future, recurring training programs must be offered, with consistent content to ensure compatible actions and submission of data from the community.

The creation and delivery of training services to the criminal justice community will require the establishment of a new centralized function. MCJIS users should be able to secure training services by coordinating their needs through one focal point, and a range of training should be available, from an overview of the criminal justice process to a detail course on completion of the MANS form. An

individual's basic training should include an overview of how the job relates to the entire criminal justice process.

Goal #5 - Involve key leadership, criminal justice management, and users in MCJIS design, development, and implementation. *Increase the involvement of key criminal justice management and staff personnel at both the local and state level in the development of MCJIS.*

To make the kinds of changes necessary to meet users' needs for an MCJIS, multiple branches of government, agencies, and local jurisdictions must be involved in and supportive of revised criminal justice system operations. Not only will a criminal justice focal point need to be established, but new partnerships must be formed with key state and local government stakeholders. Formal relationships must be established to involve the legislature in direction, funding, and MCJIS development status. At the same time, the criminal justice community must ensure that mainline criminal justice personnel are actively involved in and supportive of the MCJIS development program. The criminal justice community must ensure that the needs of local jurisdictions are fairly represented within the new MCJIS design, and a strong program to continually present the benefits and justification for the system will have to be implemented.

Goal #6 - Promote statewide technology standards and movement to common local applications. *Establish common standards with the criminal justice community that will facilitate the exchange of information between parties.*

To achieve the long-term vision for improved information, state and local jurisdictions must agree on standards for information technology. These standards will increase the efficiency of information exchanges and allow information to move from agency to agency without conversion and additional processing. Over time, establishment of standards will enable the state to achieve a seamless information technology environment that allows rapid and high-quality data exchanges. Standards are directed at the long term. For those agencies that have recently expended moneys on applications and other technology, the standard may be invalid, and compliance will occur only when new systems are added in the future.

Local and state entities need to agree on common procedures for information processing. Rather than have 56 separate county procedures for an activity, the state needs to take a leadership role in working with local jurisdictions to establish common forms and procedures. The net effect of these programs will be to improve the quality of data by standard processing of information. At the same time, state and local agencies will explore the feasibility of agreement on standard applications for data collection and processing at the local level. Establishment of local applications standards will help to ensure continuity of data from the local agencies to the state repository.

C. FUTURE SYSTEM VISION

In developing a future vision of the statewide MCJIS, the following primary assumptions were made:

- Movement toward the desired system will be evolutionary.
- The criminal justice community will maintain a governance structure for improvement efforts that fairly represents state and local jurisdictions.
- Resources at all levels of government will be redirected to support the desired changes. State, county, regional, and local government will commit resources to this effort.
- State and local jurisdictions will continue to work together actively to improve the criminal justice system.
- Information will be maintained and controlled at the point of entry, and this data will be shared by criminal justice organizations both locally and across the levels of government through central repositories and distributed data collection mechanisms.
- Access to information in this system will be independent of the hardware used for the inquiry.
- Even in a distributed environment, access to information can and will be adequately controlled.
- State and local agencies will subscribe to the common standards that allow participation in state and national data systems.

The future of MCJIS, as supported by the established goals, involves integrating the physical makeup of the system, the policies and procedures it supports, the oversight bodies in place, and the data the system supports. EXHIBIT III - Future MCJIS Model, which follows this page, is a graphic representation of the desired model for supporting the information needs of the criminal justice community. Five major components define the necessary MCJIS support structure:

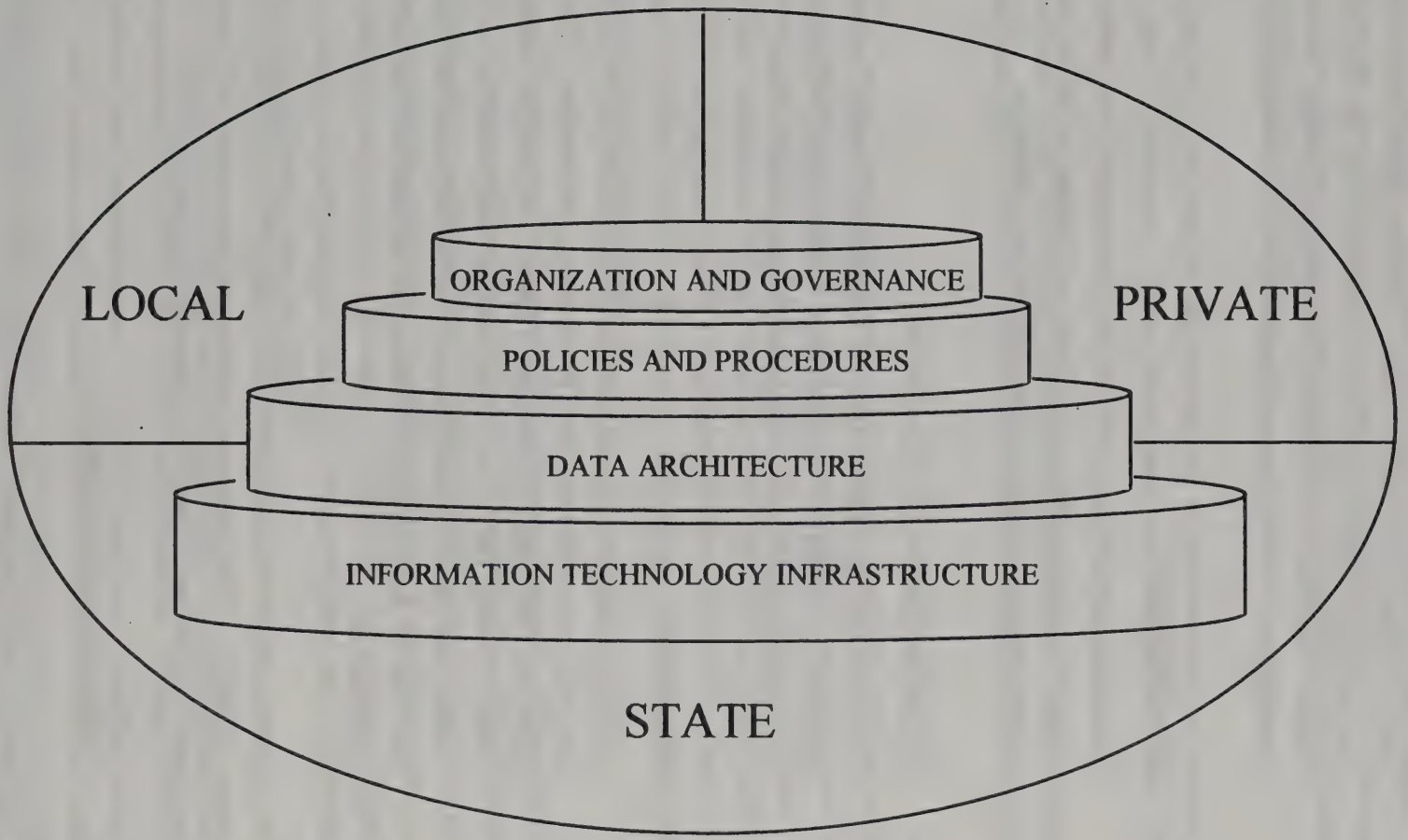
- Organization and Governance

  Legislative, policy, and operating organizations govern and administer the MCJIS. This includes the organizational structure within state government for program administration and the governance structure from the entire criminal justice community that assists the state in establishing policy.

EXHIBIT III

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM

FUTURE MCJIS MODEL



- Policies and Procedures

  Statutes, policies, and procedures are put in place to define, administer, and support the state's criminal justice system needs. Criminal justice policies and procedures are standardized across jurisdictions to allow for automation of the data exchanges that support them. Policies regarding data collection, dissemination, storage, and retention are established and promulgated. Auditing ensures compliance with the established policies and procedures.

- Data Architecture

  Data being captured and stored at both the state and local levels is defined in a data architecture that includes standard definitions and formats for all the data elements used in MCJIS transactions, as well as the relationships between elements.

- Information Technology Infrastructure

  The infrastructure ensures that the information systems, networks, and other technology necessary to support all local and state criminal justice information needs are in place and of adequate capacity to ensure timely and reliable transfer of data.

- Management

  MCJIS management ensures that the overall system moves toward meeting its goals or that the goals are revised to reflect the changing environment. This function includes reviewing goals and measuring progress against them; identifying and securing funding for MCJIS initiatives; reviewing the organizations, policies, and procedures in place to evaluate their effectiveness and identify potential changes; identifying areas for improving data access, completeness, and/or accuracy; and evaluating the technical infrastructure to identify shortcomings or opportunities.

The following text provides additional information on the concepts reflected in the proposed development of MCJIS. This subsection provides an organization and governance, application, and network model that further defines the proposed future design of MCJIS.

1. Organization and Governance

This model is intended to present several concepts that must be embodied in the governance structure developed for Montana. This model is not to be interpreted as a design, but rather a concept tailored to Montana's needs and current organization structure. Subsequent projects have been identified to further refine this model into a working structure/design for MCJIS.

EXHIBIT IV - MCJIS Community Model, which follows this page, presents the entities involved in the Montana criminal justice community. As shown in this model, MCJIS involves a majority of the state agencies in Montana and a significant number of local jurisdiction entities. In reviewing this community model, we believe that there are two levels of users in the criminal justice community. These levels and their definitions are as follows:

- Primary - Responsible for the creation and maintenance of key elements of criminal justice data within the state of Montana. Today, these users are classified as control terminal agencies.
- Secondary - Responsible for maintaining nonsensitive information about offenders in Montana. These users desire access to criminal justice information not related to conviction data.

As shown in EXHIBIT IV, page 1, the shaded agencies are primary providers and users of criminal justice data. These agencies at both the state and local level are considered users that are involved in the creation, dissemination, and verification of key elements of criminal justice information. Other secondary agencies maintain information that may be of interest to these primary users, and they are the remainder of state and local agencies within the criminal justice community. These secondary users are also interested in gaining access to nonsensitive information about offenders within the community that is maintained by the primary users.

MCJIS is responsible for the system necessary to meet the information demands of the entire criminal justice community. This will be accomplished by an integrated network that ties multiple databases of information together at both the state and local level. To meet the information demands of this community, representation of all parties involved must be established under a governance structure that allows the full and complete exchange of ideas and needs. EXHIBIT V - Governance Model, which follows EXHIBIT IV, presents the basic concepts that must be incorporated into a future structure for monitoring and controlling the development of MCJIS.

As shown in this model, the governance of MCJIS will ultimately report to the legislature; and since the consortium of state agencies (DOJ, DOC, and Courts) has initiated the concept of MCJIS, this body would become the focal point for governance. An MCJIS Executive Committee, which would comprise the previously noted agencies and, potentially, representation from the local community, would be the formal point for all key MCJIS decisions. This committee would be responsible for setting MCJIS policy, and existing groups such as the ITAC and ITMG would interact with members of the Executive Committee. The Executive Committee would be advised by the MCJIS Advisory Committee, which would comprise criminal justice members from the state and local jurisdictions. It

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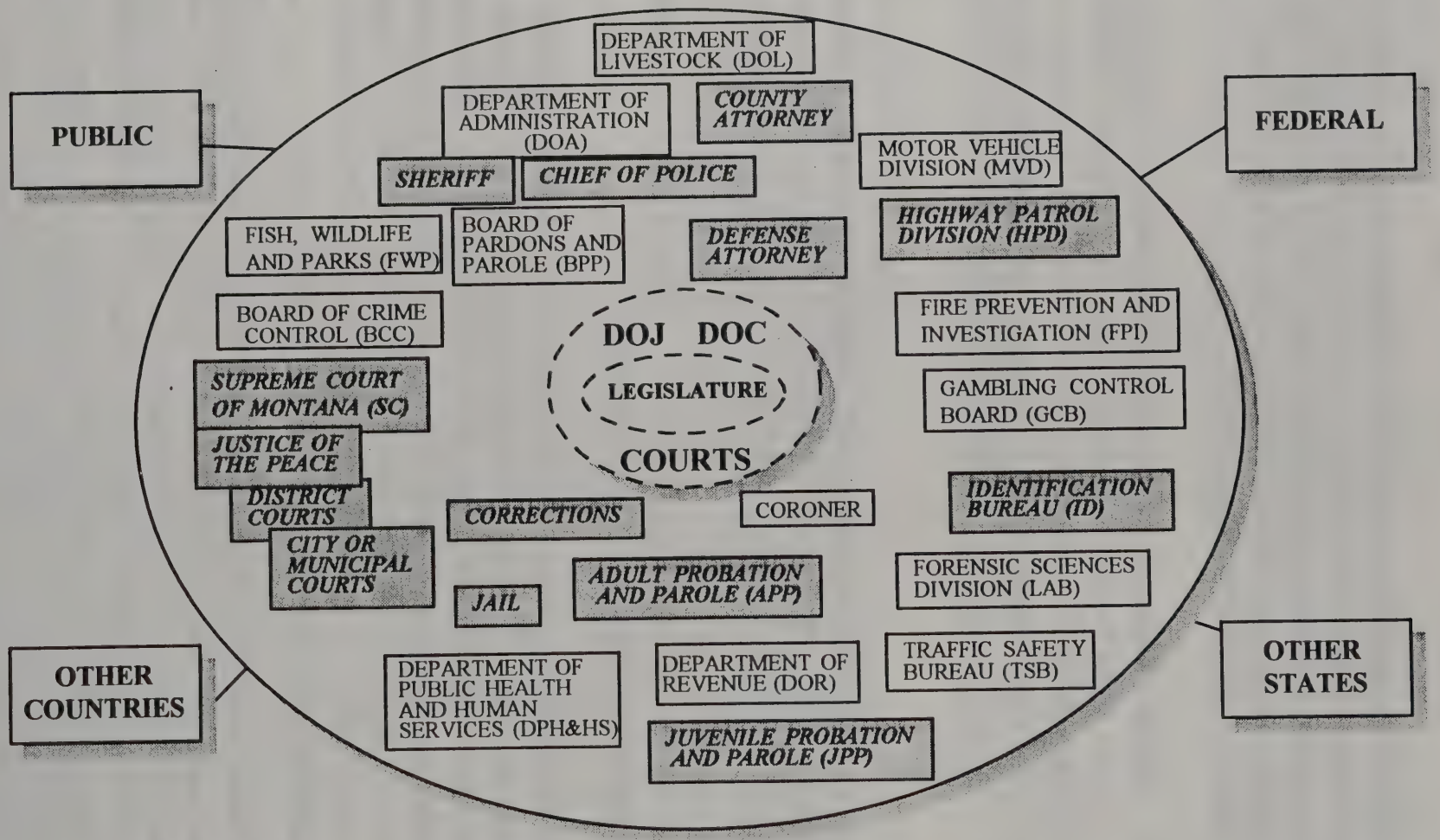
STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM

MCJIS COMMUNITY MODEL



STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM

MCJIS COMMUNITY MODEL *(continued)*

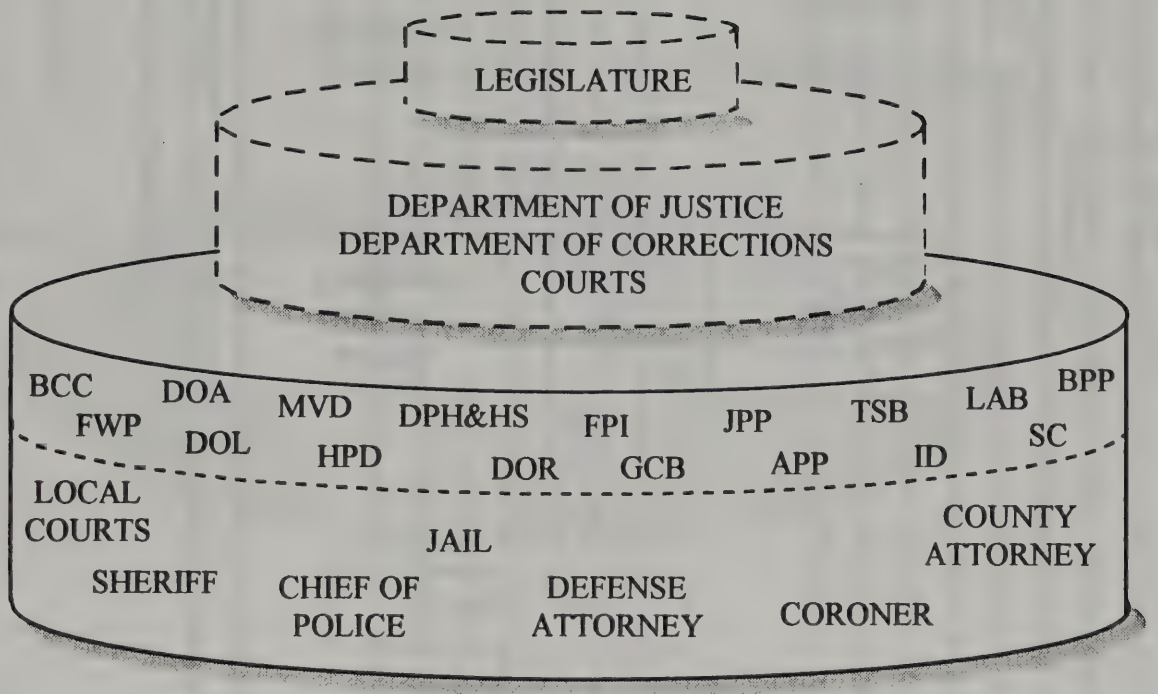


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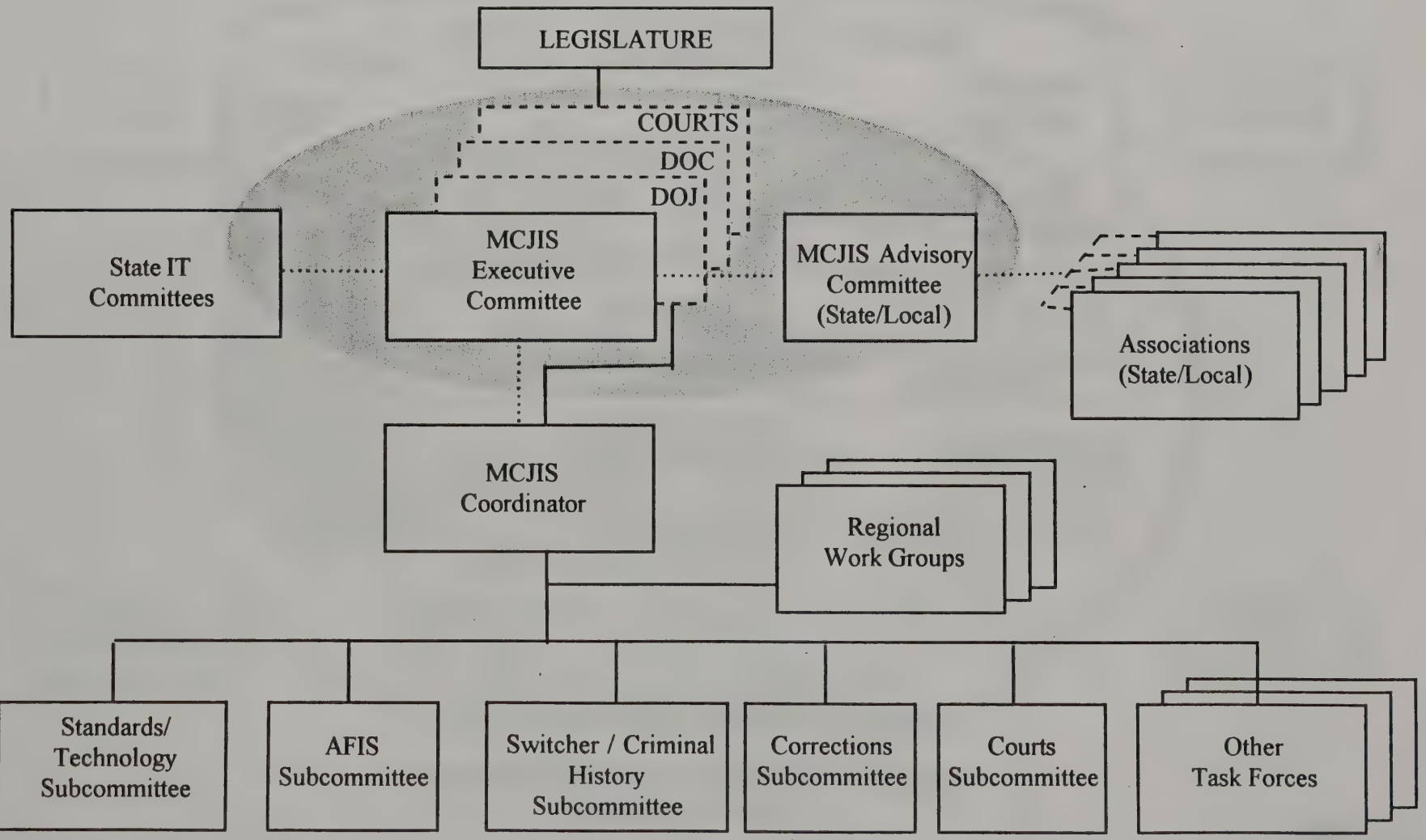
EXHIBIT V

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM

GOVERNANCE MODEL



would be helpful to ensure that these advisory committee members had affiliations with associations that could receive and provide guidance on issues affecting their community. The MCJIS Advisory Committee would work directly with state and local associations and regional work groups to establish, review, and seek consensus on issues and direction for MCJIS. The regional work groups would be brought together, and, if possible, be represented as permanent members of the Advisory Committee.

Reporting directly to the MCJIS Executive Committee would be the MCJIS Coordinator. This individual would be responsible for the coordination of all MCJIS design, development, and implementation activities, and the reporting relationship to the Executive Committee would be used to confirm all key decisions affecting MCJIS. In addition to several standing committees that would report to the coordinator (Standards, Technology, AFIS, etc.), other subcommittees would be formed to undertake a variety of projects necessary to design, develop, and implement MCJIS. These subcommittees could be technical system development teams, policy development task forces, planning groups, or work flow analysis teams based on the needs of the various studies or projects.

2. Applications

As shown in EXHIBIT VI, which follows this page, all current and future applications are operated or available for access at three levels: federal, state, and local. Page 1 of the applications model presents the MCJIS organizations and their association with the three levels. Since each organization level is interested in the exchange of information, MCJIS is simply the structure under which these information exchanges can best be facilitated. Since it does not matter where data is stored, the design of MCJIS will need to determine the best methods for distribution of information and the policies and procedures under which multiple databases of information can be stored and accessed by others who have valid authorization.

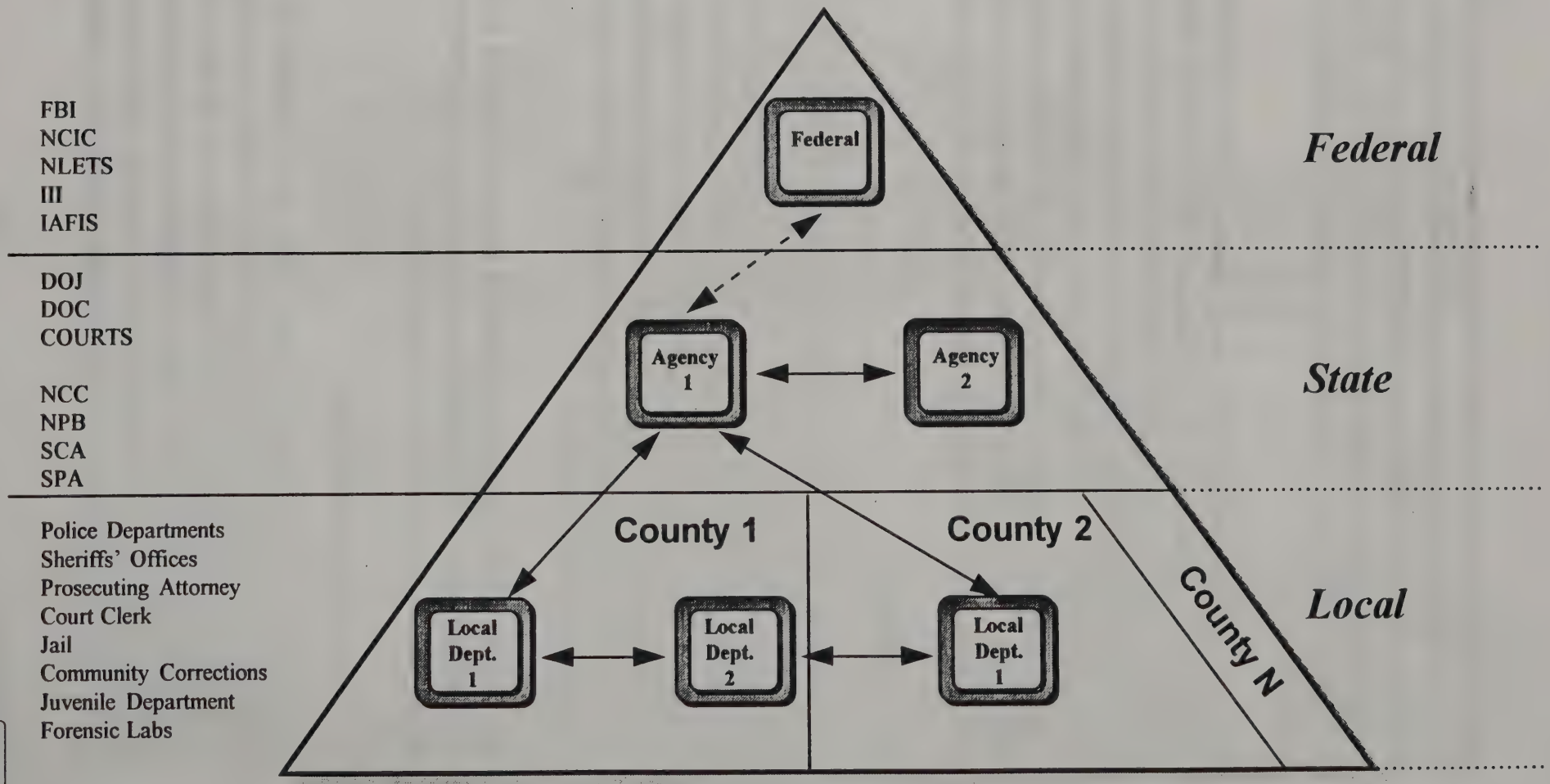
Page 2 of EXHIBIT VI presents the individual applications operated at the federal, state, and local levels. MCJIS design must determine where the application data needs to reside and who is responsible for maintenance and operation of these databases.

3. Telecommunications Model

EXHIBIT VII, Telecommunications Model, which follows EXHIBIT VI, presents the overall network under which all jurisdictions could have access to criminal justice information. As shown in this model, local jurisdictions at Tier 1 could maintain local area networks that could be directly tied to SummitNet or access SummitNet through regional systems that support multiple jurisdictions. At the same time, other Tier 1 jurisdictions that reside in areas not easily connected to land lines could gain access to SummitNet through a wireless network. These Tier 1 organizations would be tied to a

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM

FUNCTIONAL INFORMATION INTERCHANGES



STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
APPLICATIONS MODEL

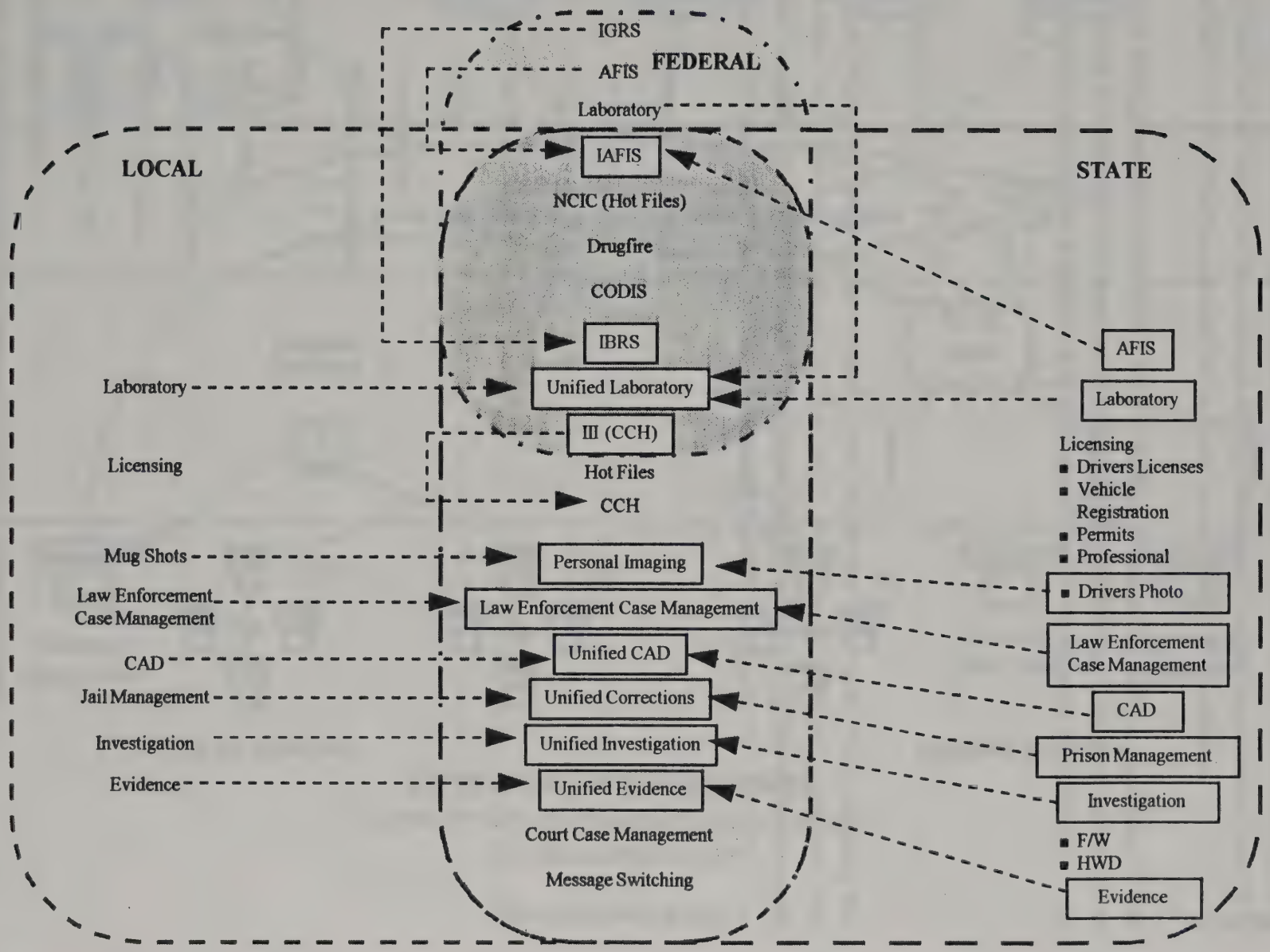


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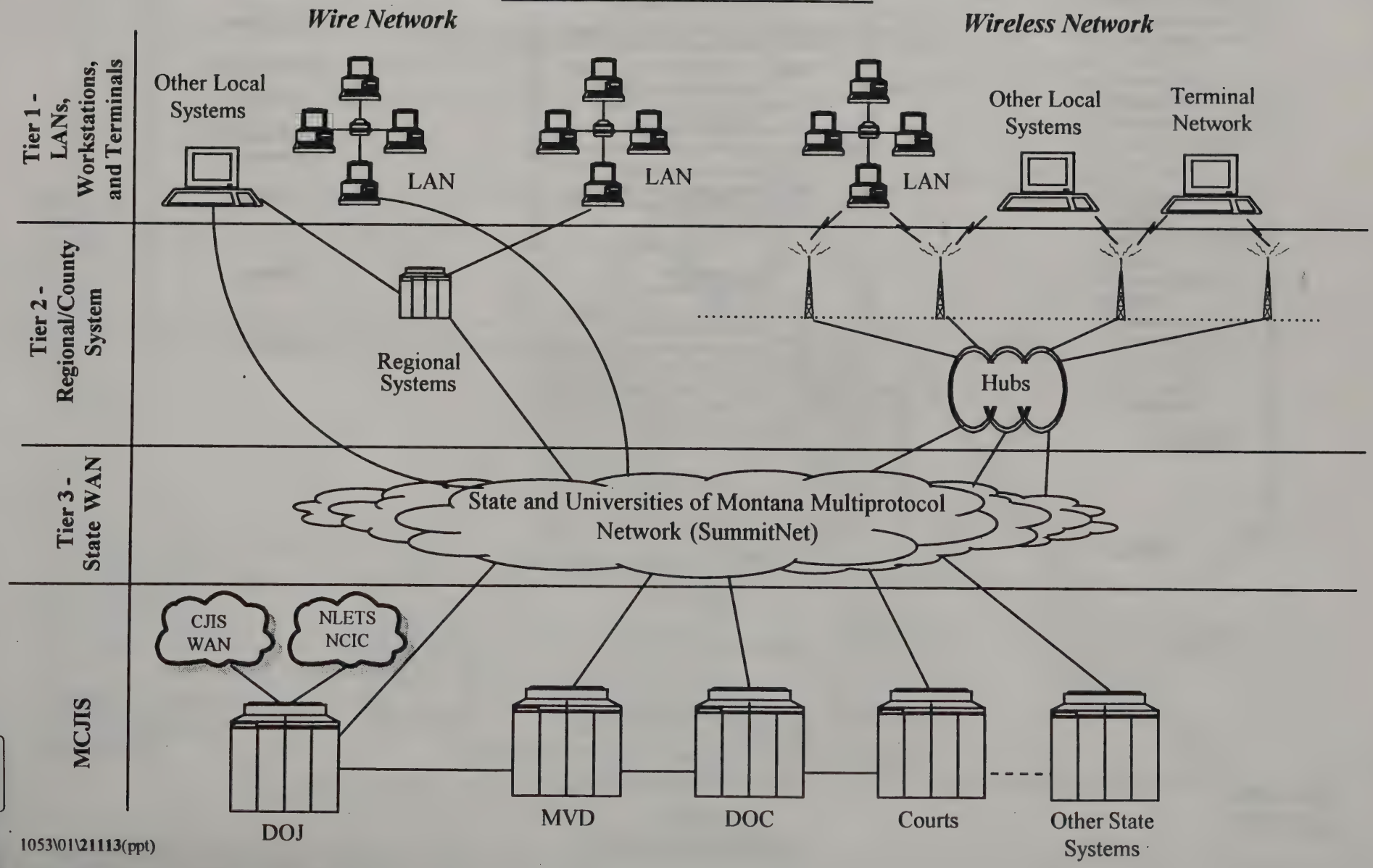
EXHIBIT VII

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
TELECOMMUNICATIONS MODEL



variety of hubs that would allow direct access to SummitNet. This wireless network would allow remote jurisdictions to access the state network through dial-up connections where existing land lines would not allow for cost-effective methods for partial access and usage of information.

After access was gained to SummitNet via land or wireless connections, queries, messages, or data could be routed to individual state agencies or to other local jurisdictions. Based on the receipt of that data, questions could be answered and information could be updated or routed to other jurisdictions.

D. INITIATIVES

Achieving the vision and goals of the criminal justice community relative to MCJIS requires that action be taken to improve the current system from both a short- and a long-term perspective. Provided below are descriptions of the strategic, or long-term, initiatives that would move the community toward the desired future system vision. The initiatives fall into four categories:

- Organization and Governance
  - » Governance
  - » Funding/Management
- Policies and Procedures
  - » Update
  - » Identification
  - » Process Improvement
- Technology
  - » Infrastructure
  - » Central Applications
  - » Local Applications
  - » Federal Programs
- Data Architecture
  - » System Integration
  - » Data Sharing

These initiatives are described in detail below. They are grouped according to the components in EXHIBIT III that they support.

Organization and Governance

Initiative 1 - Governance. *Implement a revised organization/governance structure that will involve leadership and administration from federal, state, and local agencies in an efficient decision-making process that yields rapid implementation of MCJIS.*

To involve the criminal justice community in the design, development, and implementation of MCJIS, a governance structure must be established that represents all parties while providing legislative and executive oversight. This initiative includes such potential projects as defining roles and responsibilities of an MCJIS Advisory Committee and regional work groups, establishing a forum for disseminating information on MCJIS projects, establishing an MCJIS project management structure, and establishing the structure and procedures necessary to communicate and educate the criminal justice community on issues and solutions necessary to implement a new MCJIS. Potential projects that have been identified under this initiative include:

1.1 Governance Structure. Define the overall MCJIS governance structure (short- and long-term) in such a manner as to provide judicial, executive, and legislative oversight. Determine the best organization structure for involvement of state and local criminal justice agencies in immediate and long-term MCJIS decision making.

1.2 Project Management. Establish the MCJIS project management structure required to effectively manage overall improvement initiatives/projects.

1.3 Management Education. Establish the structure, communications lines, and procedures necessary to involve and disseminate information on the issues and solutions necessary to effect an improved MCJIS.

1.4 Restructure CJIN. Review the functions, structure, and resources of the current CJIN operations, and reorganize and revise operations relative to MCJIS needs and requirements.

Initiative 2 - Funding/Management. *Improve the state's ability to manage projects and secure and maintain adequate funding for design, development, implementation, and maintenance of MCJIS.*

Potential projects under this initiative include developing an improvement plan for statewide criminal justice systems, increasing local participation in obtaining federal grants, and defining a cost-sharing mechanism that will facilitate joint projects between agencies and jurisdictions. It also includes definition of a standard cost-benefit analysis format for use in evaluating and proposing MCJIS projects. Design, development, and implementation of MCJIS will require both one-time and recurring funds. To secure and maintain adequate funding for MCJIS, the legislature and administrative and executive management must be involved in a long-term program to finance the venture. Financing must be secured through grant requests, legislative appropriation, and redistribution of current budget dollars at both the state and local levels. Potential projects under this initiative include:

2.1 Improvement Plan. Develop a comprehensive and understandable improvement plan (under way). Define agency and management accountability mechanisms against the improvement plan.

2.2 Marketing Plan. Establish a marketing and communications plan for continual dissemination of benefits and needs associated with MCJIS. Identify key personnel as focal points for collection and dissemination of MCJIS information and status.

2.3 Funding Plan. Establish a long-term strategy for funding the one-time and recurring costs associated with MCJIS. Identify federal and state funding sources and amounts, review redistribution of budgets between state agencies and local jurisdictions, and revisit current criminal justice revenue sources and the adequacy of charged amounts. In addition, identify the standard cost-benefit model that will be used for determining the validity of proposed projects.

Policies and Procedures

Initiative 3 - Update. *Enhance the statutorial, policy, and procedural foundation required to ensure proper collection, maintenance, and dissemination of criminal justice information.*

Clarification of data access and update rules, as well as standardization of policies and procedures followed by the various state and local criminal justice agencies, would provide a basis for the collection, maintenance, and dissemination of criminal justice data. Under this initiative, such projects as defining business rules for cooperative purchase of MCJIS equipment, developing a policy for sharing data via the Internet, and clarifying statutes and policies regarding the handling of criminal justice

information would potentially be implemented and enable data sharing between agencies. Potential projects under this initiative include:

3.1 Purchasing Rules. Evaluate the purchasing statutes and administrative rules to enable the cooperative purchasing of information technology for local criminal justice agencies.

3.2 Legislative Code. Review and update the Montana legislative rules and regulations under which MCJIS can be developed and operated.

3.3 Information Policy. Define standardized criminal justice business policies.

3.4 Records Collection and Dissemination. Define records collection and dissemination (data-sharing) policies.

3.5 Records Management. Clarify statutes/policies/rules relative to records management, including electronic records and retention, archiving, and purging of records.

3.6 Internet Data Sharing. Develop a uniform policy for sharing data via the Internet that complies with the policies of NCIC.

3.7 Business Procedures. Define standard business rules and procedures across agencies.

3.8 Cost Redistribution. This project is directed at the activities necessary to review CJIN charging practices and business lines and to determine whether improved methods should be established for products and services and the distribution of costs to users.

Initiative 4 - Identification. *Improve the capability of providing state and local jurisdictions with timely identification services based upon current and emerging technologies.*

This initiative includes expanding current identification services provided to state and local jurisdictions, as well as providing new capabilities to increase the speed and certainty with which a person is identified. Potential projects to expand services include implementing Live-Scan systems in more jurisdictions; providing state identification services 24 hours per day, 7 days per week; and increasing the size and capacity of the current AFIS to allow rapid statewide access and response. New identification opportunities include establishing a link to the federal DNA repository, establishing a mug shot repository, and utilizing digitized driver's license photographs for identification. This initiative involves the following potential projects:

4.1 Live-Scan Expansion. Expand the implementation of Live-Scan capture systems to include more jurisdictions throughout the state.

4.2 Misdemeanor Fingerprints. Utilize fingerprints for identification purposes on misdemeanor offenses, as well as felony offenses.

4.3 Full-Time Identification Services. Provide real-time state identification services 24 hours per day, 7 days per week.

4.4 Enhanced AFIS. Enhance the AFIS telecommunications network and increase its current size and capacity to allow rapid statewide access and response.

4.5 Mug Shot Repository. Provide an in-state mug shot repository and access method to allow for real-time identification by criminal justice officials.

4.6 Data Quality. Continue field programs to educate personnel and identify areas where criminal history data can be improved.

4.7 Driver's License Photograph Repository Access. Establish improved access to the repository of digitized driver's license photographs to allow for real-time identification by criminal justice officials.

Initiative 5 - Process Improvement. *Utilize a structured approach for evaluating progress made against MCJIS goals and develop a mechanism for refining procedures and systems in the criminal justice community to improve effectiveness and reduce costs.*

This initiative focuses on continuous evaluation of system effectiveness and identification of areas for improvement. The projects supporting this initiative focus on education, measurement, audit, and follow-up support in critical information areas. Potential projects under this initiative include:

5.1 Evaluation Program. Develop a program for evaluating MCJIS improvements.

5.2 Training. Establish a continuous MCJIS training program.

5.3 Criminal Justice Forum. Facilitate an annual statewide criminal justice forum that provides information about criminal justice system improvements, vendor products, and agency projects.

Technology

Initiative 6 - Infrastructure. *Evolve the existing information technology infrastructure with the introduction of new technologies in order to support both state and local applications and information-sharing requirements.*

The current information infrastructure supporting criminal justice agencies will not support the electronic exchange of data between state and local criminal justice agencies. This initiative would ensure that standards and communications systems are in place to enable data exchange between disparate systems. This initiative would potentially include developing a plan for data and voice network integration; adding agencies to the state's existing wide area network; and enhancing the state's ability to provide network directory services. Infrastructure improvement would be an evolutionary process; it would change as state and local MCJIS systems are implemented and new technologies become available. Potential projects under this initiative include:

6.1 Statewide Inventory. Develop and maintain a statewide inventory of state and local applications and technologies to provide a baseline for system development and infrastructure improvement projects.

6.2 Infrastructure Standards. Define the minimum necessary technology infrastructure standards, including networking protocols, to allow for improved system communications and interoperability.

6.3 Voice, Radio/Data Network Plan. Ensure that the MCJIS network meets requirements for a statewide voice, radio/data network as part of the current SummitNet planning and development effort.

6.4 Statewide Messaging Directory Services. Develop or enhance the state's ability to provide centralized network directory services in order to facilitate the electronic exchange of information.

6.5 SummitNet MCJIS Involvement. Increase the utilization of SummitNet in the planning, design, and implementation of MCJIS.

Initiative 7 - Central Applications. *Enhance the application systems and infrastructure that support the management and operation of state criminal justice agencies and their central repository functions.*

This initiative involves increasing the capabilities of current systems, indexing current repositories, and establishing new repositories to enhance the ability of state agencies to perform their assigned functions. Potential system improvements under this initiative include acquiring a new criminal history system and refining the scope of current hot file information. New functions that could be established include developing a location (in-custody) repository or index for tracking local/state jail inmates, establishing an illegal aliens database, and creating a master index of criminal offenders in the state of Montana. Potential projects under this initiative include:

7.1 MCJIS Design. Develop a technology, application, and data architectural design for the new MCJIS. Include the integration of current applications, new requirements, and interfaces with the state network.

7.2 Locator Index. Implement a location (in-custody) repository or index for tracking local/state jail inmates.

7.3 Master Index. Create a Master Identification Index (MII) (including nonfingerprint identification) that identifies record subjects in multiple criminal justice databases and allows for ready data collection from those databases.

7.4 Criminal History System. Acquire a new criminal history system for the central repository.

7.5 Juvenile Repository. Create improved access to the Department of Public Health and Human Services (DPH&HS) juvenile case management and offender repository by the criminal justice community.

7.6 Illegal Aliens Database. Create a database of illegal aliens known or contacted within the state.

7.7 Intelligence System Development. Establish a statewide system for utilization by both state and local criminal justice personnel for intelligence-related information.

7.8 Motor Vehicle Division (MVD) Access. Improve local access mechanisms to the state MVD driver and vehicle license databases.

7.9 Criminal History Access. Improve local access to the state criminal history system by providing alternative pathways to this critical information.

7.10 Hot File Access. Improve local jurisdiction access to the hot files

7.11 Traffic Accident System. Develop methods of electronically submitting and accessing state traffic accident information maintained by MHD.

7.12 Year 2000 Conversion. Identify and prepare legacy applications for the year 2000 by updating all date routines affected by the change in century.

7.13 Courts Case Management System Graphical User Interface (GUI). Develop a GUI for the current courts case management system.

7.14 Regional Prison Support System. Develop the applications and data systems necessary to support the state's regional prisons.

7.15 Imaging Pilot. Conduct a pilot project to test the feasibility of utilizing imaging OCR to reduce the handling of paperwork.

7.16 Mobile Digital Terminal (MDT). Implement MDT capabilities for the state of Montana. Based on current pilot results, implement MDT statewide.

7.17 Adult Corrections Information System (ACIS) Redesign. Redesign the current ACIS to meet the new requirements of the DOC for this application.

Initiative 8 - Local Applications. *Support the development, integration, and implementation of local criminal justice application systems compatible with the overall MCJIS design.*

Under this initiative, standard criminal justice applications would be developed or acquired for local jurisdictions to use and potentially share with other jurisdictions. Potential projects include development or acquisition of the following systems and applications:

- Digitized mug shot system.
- Jail management system.
- Law enforcement application.
- Booking/identification system.

This initiative might also include the extension of current local capabilities, including extending NIBRS compatibility in law enforcement applications and improving local access methods to state repositories. This initiative includes the following potential projects:

8.1 Repository Access. Develop or improve local access methods to the multitude of state repositories for jurisdictions throughout Montana.

8.2 NIBRS Compatibility. Establish a state repository that is capable of accepting NIBRS data from local systems.

8.3 Current Functionality. Extend functionality in existing local systems to better meet current and projected needs.

8.4 Law Enforcement Application. Develop or acquire a common application system that would provide local law enforcement agencies that have manual systems with a NIBRS-compliant records system. Facilitate the modification of existing large law enforcement agency applications to open systems compliance and incident-based data architectures.

8.5 Mug Shot System. Develop or acquire a common system that would allow for digitized mug shot storage and retrieval, as well as transmission to and retrieval from the state repository (if developed).

8.6 Jail Management System. Develop or acquire a common system that would standardize and facilitate processing and tracking of offenders in county jails and allow for improved jail management and transfer coordination.

8.7 Booking/Identification System. Develop or acquire a common system that would assist small jails with the reporting of both arrest and Jail Reporting System data.

Initiative 9 - Federal Programs. *Improve and maintain the state's participation in federal and national MCJIS initiatives.*

Automated collection, storage, and dissemination of data will enable Montana to comply with federally mandated programs and position it to take advantage of federally provided opportunities. Programs with which the state could comply through MCJIS projects include NCIC 2000, Gun Instant Check, and the Protection Order File. Opportunities include participating in the III (possibly as a full National Fingerprint File [NFF] participating state); establishing a victim notification network; and

expanding the implementation of NIBRS, including an interface to an MII. Potential projects under this initiative include:

9.1 III. Maintain III interface to participate in the NICS program.

9.2 Gun Instant Check. Conduct a feasibility study to determine desired compliance with federal requirements.

9.3 Sex Offender Registration. Create a Sex Offender Registration System that collects and disseminates information.

9.4 NIBRS. Meet all federal requirements for NIBRS data reporting.

9.5 FIFS. Implement required federal felony flags for firearms sales.

9.6 Victim Notification Network. Develop a victim notification network to increase the timeliness and accuracy of victim notification.

9.7 NCIC 2000. Develop any necessary system updates or improvements to meet NCIC 2000 requirements.

9.8 IAFIS. Develop any necessary system updates or improvements to meet IAFIS requirements.

9.9 NFF. Extend the implementation of III to become a full NFF participating state.

9.10 CODIS. Develop a connection to CODIS.

Data Architecture

Initiative 10 - System Integration. *Develop and enhance the data-sharing interfaces among existing and/or new state and local systems for the exchange of key criminal justice information.*

Under this initiative, specific interfaces would be developed between various existing systems to allow for electronic access to state repositories and electronic transfer of operational data between criminal justice agencies. This initiative includes the following potential projects:

10.1 AFIS/Criminal History. Implement the interface between AFIS and the criminal history repository.

10.2 Switcher Replacement. Replace the current switcher with revised technology and functionality that will meet the long-term needs of MCJIS.

10.3 MII Interfaces. Develop and implement interfaces between the MII and the state hot files, criminal history, and Sex Offender Registration System.

10.4 Courts/Corrections Interface. Design, develop, and implement an interface between the courts, Corrections, and state criminal history repository.

10.5 Jail/Corrections Interface. Develop an interface to allow Corrections to exchange data directly with county and city jails, increasing the efficiency with which offenders are tracked and transferred.

10.6 Jail/Criminal History Interface. Develop an interface to allow for the exchange of information between local jails and the criminal history system.

10.7 Public Safety System Linkages. Define links to other public safety systems such as emergency medical services, emergency management services, and fire departments.

Initiative 11 - Data Sharing. *Establish and maintain the data and information standards and processes necessary for exchanging key criminal justice information.*

This initiative involves establishing data formats, definitions, and rules to facilitate the exchange of information between criminal justice systems. This could include establishing data standards, data security rules, and data-sharing relationships, as well as designing a standard set of interface transactions. Potential projects under this initiative include:

11.1 Data Standards and Data-Sharing Relationships. Define data and data linkage (key field) standards to facilitate data sharing between systems and publish them in a standards handbook.

11.2 Information Exchange Standards. Define the information exchange standards required to facilitate transmission and acceptance of data between systems.

11.3 Data Security. Define data security rules and user access privileges to ensure data integrity and security across systems.

11.4 Minimum Demographic Standards. Define and implement a minimum set of demographic data standards for all key criminal justice systems.

11.5 Statewide Master Files. Develop and maintain key statewide master files, such as geographic information and statutes.

11.6 Common Transactions and Interfaces. Design a standard set of interface transactions for the automated exchange of criminal justice information between functional organizations.

11.7 MCJIS Web Server. Develop and implement an Internet World Wide Web site to disseminate information statewide about MCJIS standards, initiatives, and projects.

E. CRITICAL SUCCESS FACTORS

To ensure basic measurement criteria for monitoring MCJIS success, the following CSFs have been identified:

- Consensus on Direction

  State and local jurisdictions will have to achieve common agreement on a governance structure, standards, and the priorities of the criminal justice system for MCJIS development. Agreement on a plan for governance and priorities will mark the achievement of this CSF.

- Availability of Adequate Funding

  In order for the MCJIS to occur, significant increased one-time and recurring funding of computing and personnel resources will be needed. Without adequate funding, the vision will not be attained. When significant (2 years) additional one-time and recurring state funding has been secured, this CSF will have been attained.

- Improved Distribution of Computing Costs

  Computing costs to end users must be more equitably distributed than under the current arrangement. The new methodology must be utilization-based, and the criminal justice community needs to be educated on the rationale and equitability of the proposed methodology. When the new methodology has been implemented and a survey of the criminal justice community indicates that billing for information services is equitable and fair, this CSF will have been met.

- Reliance on the Central Criminal History Repository

  Local jurisdictions need to perceive the central criminal history repository as their own. They need to cease to maintain the duplicate copies of data that now reside at the local level. When local jurisdictions have stopped maintaining criminal history data at the local and state level and rely fully on the central repository, this CSF will have been met.

V. MCJIS PROJECT DEFINITIONS

V. MCJIS PROJECT DEFINITIONS

Section IV of the strategic plan will be implemented over time through the planning, definition, and execution of many individual projects. Currently, the state is in the process of establishing and executing many existing projects, and planning is under way to conduct future projects to meet current and future needs. By identifying all current and future projects and integrating them into a common plan, the design and development plan for MCJIS will be realized. All MCJIS projects included within this report have been divided into the following areas:

- Current MCJIS Projects - Projects that are currently defined, scheduled, and/or at least partially funded.
- Proposed MCJIS Projects - New projects defined within the plan's scope that are proposed to be funded.

These projects collectively form the MCJIS tactical implementation plan for the improvement for criminal justice information systems. They provide for the migration of single-purpose applications to an integrated environment of electronic communications within the criminal justice community. The estimated costs for these projects shown in this section are for planning purposes only; these estimated costs have been developed based on the current project assumptions and our experience with the vendor marketplace. The actual costs may change based upon further project definition, changes in technology, and new requirements imposed on the state and local jurisdictions.

A. CURRENT MCJIS PROJECTS

The state currently has several projects under way that have been identified as within MCJIS's scope. Most are funded with either state allocated amounts or NCHIP grants. Each project is briefly described below.

1. AFIS Update Project

This update to the existing AFIS will allow movement to a personal computer platform, allow store and forward capability, support Live-Scan connections and support IAFIS connection, all under a significantly smaller hardware footprint. The interface would allow automatic retrieval of criminal history records based upon fingerprint identification and is currently under development by the state's AFIS vendor. Implementation of this capability will require modifications to the existing criminal

history system and allow the remote installation of AFIS at the Missoula Crime Lab and Billings, Montana.

- Objective

  The objective of this project is to develop an improved AFIS capability while allowing for a more cost-effective operation and expanding the availability of access devices to selected agencies.

- Strategic Initiative

  Enhanced AFIS (4.4). Implement enhanced AFIS capabilities and expand utilization of remote device usage.

- Participants

  DOJ's Identification Bureau is responsible for this project.

- Time Frame

  This project is currently under way and is estimated to be completed by summer 1998.

- Budget Estimate

  This project is funded at approximately $200,000 from Byrne grant monies.

2. Live-Scan Expansion Project

DOC has secured funds to place Live-Scan equipment in five locations across the state of Montana. Implementation of these devices will allow immediate transmittal of electronic fingerprint images and other information to the Identification Bureau.

- Objective

  The objective of this project is to pilot the ability of a remote location to transmit fingerprint and related information to the Identification Bureau through fully automated electronic transmission.

- Strategic Initiative

  Live-Scan Expansion (4.1). Develop and implement Live-Scan capabilities to transmit fingerprint and other related information directly to the Identification Bureau.

- Participants

  DOJ and DOC are working on this project.

- Time Frame

  This project is currently under way and is estimated to be completed by June 1999.

- Budget Estimate

  Application design, development, and implementation costs are currently funded at $190,000.

3. Fingerprint Bar Coding Project

This project is directed at allowing the information on fingerprint cards to be read via bar coded information placed on the card at time of creation. Implementation of this capability would reduce the handling and process of information at the central site.

- Objective

  The objective of this project is to enable the Identification Bureau to read fingerprint information from bar-coded information placed by the arresting agency.

- Strategic Initiative

  Not indicated.

- Participants

  DOJ is responsible for this project.

- Time Frame

  This project will be achieved when arresting agencies have the capability to implement bar coding in fiscal year 1999.

- Budget Estimate

  This project has not been funded.

4. Training/Data Quality

The Identification Bureau is planning to embark upon a more accelerated training program. Existing personnel are envisioned as the resources required to conduct more field training.

- Objective

  The prime objective of this project is to increase the quality and quantity of criminal justice field training relative to criminal history data preparation and usage.

- Strategic Initiative

  Not indicated.

- Participants

  DOJ's Identification Bureau is responsible for this project.

- Time Frame

  This project will be a recurring program and will be integrated with a full-time training function identified in Project #5.2.

- Budget Estimate

  This project is not funded.

5. Violent and Sex Offender Registration Project

The recent legislative session assigned the responsibility for this function to the DOJ from the DOC. This program will be created and operated under a manual system until a later automation project enhances this requirement in Project #7.3.

- Objective

  The objective of this project is to maintain a registry of sex and violent offenders in Montana.

- Strategic Initiative

  Future projects will integrate this manual system into an automated hot file.

- Participants

  DOJ is responsible for this project.

- Time Frame

  This project is estimated to take several months to complete.

- Budget Estimate

  This project will be accomplished with existing personnel.

6. Adult Corrections Information System Implementation

This project is in the process of being completed by the DOC and is directed at finishing the implementation of ACIS in all probation and parole offices.

- Objective

  The objective of this project is to provide access to ACIS in all probation and parole offices.

- Strategic Initiative

  Not indicated.

- Participants

  DOC will be responsible for this project.

- Time Frame

  This project was estimated to be completed by the end of July 1997.

- Budget Estimate

  Not estimated.

7. Victim Notification Project

This project establishes a new system acquired by the DOC to notify victims of the status of offenders under the supervision of DOC. DOC acquired a package (VINE) to meet its victim notification requirements.

- Objective

  The objective of this effort is to develop a system that will notify victims about the change in status of a DOC offender.

- Strategic Initiative

  Victim Notification Network (9.6). Create a victim notification network.

- Participants

  DOC is providing the staff for this function.

- Time Frame

  This project was estimated to be completed by the end of August 1997.

- Budget Estimate

  This project is budgeted for $50,000 through the Board of Crime Control.

8. ACIS/Criminal History Interface Project

This project will allow DOC to transfer information to the DOJ criminal history system through an automated interface. Transfer of this information will reduce the current manual transfer of information completed.

- Objective

  The objective of this effort is to develop an automated interface between the DOC ACIS and the DOJ criminal history system for the purpose of transferring information about supervised offenders to DOJ.

- Strategic Initiative

  Not indicated.

- Participants

  DOC and DOJ are providing the staff for this function.

- Time Frame

  This project is estimated to be completed by December 31, 1997.

- Budget Estimate

  The budgeted amount for the current fiscal year is approximately $45,000 from the DOC and $26,000 from NCHIP monies.

9. ACIS Improvement Project

This project will plan for the design, development, and implementation of new modules for the existing ACIS. New functionality will be added in the areas of mental health, treatment plans, medical tracking and reporting, boot camp information, mail and visitor data, offender grievance data, and so forth.

- Objective

  The objective of this effort is to improve functionality to the existing ACIS for the areas noted above.

- Strategic Initiative

  ACIS Redesign (7.17). Improve ACIS functionality.

- Participants

  DOC is providing the staff for this function.

- Time Frame

  This project is estimated to be completed by June 30, 1999.

- Budget Estimate

  Approximately $600,000 is budgeted for this project.

10. DOC Y2K Project

This project is directed at reviewing and modifying existing DOC programs to ensure that date routines will correctly process the change to year 2000.

- Objective

  The objective of this effort is correct all data processing routines to be year 2000 compliant.

- Strategic Initiative

  Not indicated.

- Participants

  DOC is providing the staff for this function.

- Time Frame

  This project is estimated to be completed by December 1998.

- Budget Estimate

  Funded within the current operating budget.

11. Prison Telecommunications Update Project

This project will upgrade the Montana State Prison, Montana Women's Prison, and the Pine Hills Youth Correctional Facility telecommunications capabilities to allow access to DOC systems.

- Objective

  The objective of this effort is to upgrade telecommunications capabilities at the above-noted DOC facilities.

- Strategic Initiative

  Regional Prison Support System (7.14). Develop the applications and data systems necessary to support the state's regional prisons.

- Participants

  DOC is providing the staff for this function.

- Time Frame

  The Montana State Prison project is to be completed by October 31, 1997, and all other upgrades will be completed as part of the individual construction projects by June 30, 1999.

- Budget Estimate

  $350,000 has been identified for improvement in the infrastructure of the above-noted facilities.

12. Mug Shot/Staff Photograph Identification Project

This project will allow prisoner digital mug shots to be taken and stored for future access. In addition, staff photographs will be taken and maintained on the same system with information stored in either the bar code or magnetic strip on employee cards.

- Objective

  The objective of this effort is to capture prisoner mug shots.

- Strategic Initiative

  Not indicated.

- Participants

  DOC is providing the staff for this function.

- Time Frame

  This project is estimated to be completed by March 31, 1998.

- Budget Estimate

  $72,000 has been identified for this project.

13. DOC Processor/Personal Computer Upgrade Project

This project allows for the upgrade of the capacity of the existing IBM AS400 environment and personal computer upgrades.

- Objective

  The objective of this effort is to upgrade the capacity of the AS400 environment and update personal computers to the current state-of-the-art technology.

- Strategic Initiative

  Not indicated.

- Participants

  DOC is providing the staff for this function.

- Time Frame

  The AS400 upgrade will be completed by November 30, 1997.

- Budget Estimate

  $350,000 has been identified to support the AS400 upgrade; another $250,000 has been identified for personal computer upgrades.

B. PROPOSED MCJIS PROJECTS

The strategic plan described in Section IV identified 11 initiatives and over 70 activities or tasks necessary to create the future vision of the MCJIS. The remainder of this section describes a series of projects under a phased approach that will yield a new MCJIS. Detail cost for the projects presented in this section are included in APPENDIX B. The following subsections present the proposed phases and a description of each proposed project.

For each phase noted below, we have identified the overall objective of the phase, described the scope and objectives of each project within the phase, identified the participating organizations, and estimated the cost and benefits.

PHASE I - MCJIS PROJECT INITIATION

The overall objective of this phase of MCJIS development is to build a solid foundation for subsequent operation and execution of projects. In order to proceed with the design and implementation of MCJIS, a series of projects must be undertaken to establish an operating structure, develop detail plans, monitor the status of federal requirements, and generally prepare for the next phase.

Strategic Plan Initiatives/Projects

- Governance Structure (1.1) Identify the overall organization structure under which the MCJIS project will be owned and operated. The governance structure not only must identify the organization relationships, but must identify the roles and responsibilities of each major participant in MCJIS and document the relationships between state, federal, and local agencies. Major activities associated with this project are as follows:

  » Review the proposed governance structure.

  » Review governance needs.

  » Hire consultant to assist in the development of the governance structure.

  » Draft proposed responsibilities for all participants

  » Develop proposed schedule.

- » Identify permanent and back-up members.
- » Draft implementation plan.
- » Review proposed structure with the Advisory and Executive Committees.
- » Finalize and publish.

- Establish MCJIS Project Management (1.2) As the governance structure is identified, the MCJIS project organization must also be identified and implemented. At least one project manager needs to be hired and dedicated to this project; support staff and equipment must be acquired; and all policies, procedures, control systems and reporting structures must be developed and implemented. The following activities need to be completed as a part of this project:
  - » Design proposed project organization structure.
  - » Develop job descriptions for all positions.
  - » Hire project manager(s).
  - » Hire additional technical and clerical staff.
  - » Hire technical assistance to design, develop, and implement project administration.
  - » Acquire required project administration hardware and software.
  - » Establish operation policies and procedures.
  - » Establish management reporting process.
  - » Establish project control system.
  - » Review proposed project management organization and structure with the Advisory Committee.
  - » Seek approval from the Executive Committee.

- Develop Detail Improvement Plan (2.1) Based on the strategic information identified in this plan, the MCJIS project team needs to develop a detail plan for the next 2 years. This plan should present the projects, their staffing, and detail costs for hardware, software, and other support resources. Critical activities for this project are as follows:
  - » Develop desired formation for 2-year detail implementation plan.
  - » Hire technical assistance to help develop improvement plan.
  - » Confirm short-term projects.
  - » Determine resource loading.

» Update project organization structure.

» Update proposed cost and develop cash flow analysis.

» Present 2-year plan to the Advisory and Executive Committees for approval.

- Develop MCJIS Marketing Plan (2.2) The marketing plan needs to identify the strategy, involvement, and contacts required to seek fiscal and leadership support for the development and implementation of MCJIS. This plan needs to identify the activities of key MCJIS personnel relative to their interaction with legislative, state and local leadership, milestones, and desired results. The following activities need to be completed:

  » Identify basic approach to marketing of MCJIS.

  » Identify key legislative, executive, and local jurisdiction personnel.

  » Establish schedule for contacts and key milestones.

  » Establish standard presentation package.

  » Execute marketing plan.

- Develop MCJIS Funding Plan (2.3) Based on the amount of funding already available for MCJIS development, project personnel needs to assess where additional funds can be secured to implement MCJIS. Funding sources should consider federal grants, reallocation of existing costs, state funding, and redistribution of costs between state and local jurisdictions. Critical activities include the following:

  » Identify format and content of funding plan.

  » Confirm all potential sources of revenue.

  » Confirm the status of all criminal justice-related grants.

  » Identify key personnel in federal programs with whom to maintain contact.

  » Review required funding.

  » Develop projected funding assessment.

  » Identify state-required funding.

  » Present proposed funding plan to Advisory and Executive Committees.

- Develop an Evaluation Program (5.1) In order to monitor and report the progress being made against MCJIS, the project team needs to define a process for monitoring and evaluating project performance. This evaluation program should identify expected short-term benefits, and then establish the process for evaluation of benefits to ensure that goals have been attained. As a part of this process, consideration should be given to the mechanisms to be used to

report performance to legislative and administrative management. Key project activities are as follows:

» Review proposed CSFs.

» Establish minimum performance criteria.

» Confirm expected project benefits.

» Establish methodology for benefit assessment.

» Establish system for periodic evaluation review.

» Design performance reporting.

» Present proposed evaluation program to the Advisory and Executive Committees.

- Maintain a Statewide Inventory of Computing Equipment (6.1) The project team should conduct a full survey of the status of all computing centers in Montana and convert this information to a database for project review and utilization when considering standards and other policies and procedures that will impact MCJIS participants. This database should be designed, data should be collected and reported, and a process should be created to allow the information to be updated when significant changes are made to computing centers in the state. The following key project activities will need to be completed during the execution of this project:

  » Design a database and survey instrument for technology information collection

  » Design procedures for continual follow-up.

  » Develop the repository application.

  » Distribute initial survey.

  » Compile survey results.

  » Present results to the Executive Committee.

- Maintain an MCJIS Web Server (11.7) The purpose of the MCJIS Web page will be to keep the community informed on the status of MCJIS. This Web page will keep participants involved and notified of meetings, milestones, and newly developed information. Activities to be completed are:

  » Define the requirements for the Web page.

  » Develop the Web page.

  » Implement the Web page.

- Monitor the Status of Federal Programs - NCIC 2000 (9.7), IAFIS (9.8), NFF (9.9) MCJIS project management will need to expend time in monitoring the status of federal system development and state requirements. Activities to be completed are:
  - » Identify meetings and locations for critical sessions.
  - » Register with applicable agencies for receipt of status information.
  - » Review federal information.
  - » Prepare and present periodic status report to the Executive Committee.

Costs and Responsible Agency

The estimated costs to complete this phase of MCJIS are as follows:

Reference Number	Project	Responsible Agency	Total Cost
1.1	Governance Structure	MCJIS	$ 48,500
1.2	Project Management	MCJIS	119,000
2.1	Improvement Plan	MCJIS	51,500
2.2	Marketing Plan	MCJIS	23,500
2.3	Funding Plan	MCJIS	8,500
5.1	Evaluation Program	MCJIS	45,400
6.1	Statewide Inventory	MCJIS	8,200
9.7	NCIC 2000	MCJIS	18,000
9.8	IAFIS	MCJIS	18,000
9.9	NFF	MCJIS	18,000
11.7	MCJIS Web Server	MCJIS	62,100
	PHASE I TOTAL		$420,700

PHASE II - CURRENT PROJECTS

Phase II is being used as a placeholder to identify current criminal justice projects that are in process. These projects are currently funded either through grant or state-supplied funding.

Strategic Plan Initiative/Projects

- Year 2000 Conversion (7.12) This project represents the activities necessary to convert current systems to support date processing past the year 2000. Suggested activities for this project area are as follows:
  - » Identify and hire technical assistance for Y2K conversion.
  - » Establish methodology for conversion.
  - » Establish estimating methodology for determining conversion magnitude.
  - » Review all applications and determine the order of magnitude of date problems.
  - » Update database with projected conversion magnitude.
  - » Pilot methodology and review results.
  - » Update estimates and methodology based on pilot.
  - » Execute conversion process.
  - » Monitor and report results to the Executive Committee.
- Victim Notification (7.18) This project represents the work necessary to create a victim database and to integrate that database into MCJIS. Suggested project activities include:
  - » Review feasibility of expanded use of DOC VINE applications.
  - » Design required modifications to adapt to statewide utilization.
  - » Update VINE to support statewide utilization.
  - » Implement statewide system.
- Live-Scan Expansion (4.1) This project is directed at the activities necessary to implement Live-Scan capability in two locations.
- Enhanced AFIS (4.4) This project will implement enhanced AFIS capabilities and expand utilization of remote device usage.
- Mug Shot Repository (4.5) This project will allow prisoner digital mug shots to be taken and stored for future access. In addition, staff photographs will be taken and maintained on the same system with information stored in either the bar code or magnetic strip on employee cards.

- Regional Prison Support (7.14) This project will upgrade the Montana State Prison, Montana Women's Prison, and the Pine Hills Youth Correctional Facility telecommunications capabilities to allow access to DOC systems.

- ACIS Redesign (7.17) This project will plan for the design, development, and implementation of new modules for the existing ACIS. New functionality will be added in the areas of mental health, treatment plans, medical tracking and reporting, boot camp information, mail and visitor data, offender grievance data, and so forth.

- Restructure CJIN (1.4) The overall purpose of this project is to review the scope of services provided by CJIN and to reevaluate whether all services should be delivered by CJIN. Suggested project activities are as follows:

  » Identify DOJ-CSD project resources.

  » Review and document existing CJIN services.

  » Identify alternative methods of service delivery.

  » Evaluate alternatives.

  » Select best alternatives.

  » Design proposed changes to CJIN services.

  » Present proposed changes to the Executive Committee for approval.

  » Implement approved changes.

- Courts GUI (7.13) The purpose of this project is to modify the current court system from a character-based user interface to a GUI.

Cost and Responsible Agency

The estimated costs to complete this phase of MCJIS are as follows:

Reference Number	Project	Responsible Agency	Total Cost
7.12	Year 2000 Conversion	DOJ-CSD	$180,100
9.6	Victim Notification Network	DOC	**13,720**
4.1	Live-Scan Expansion	DOJ-ID	**190,000**
4.4	Enhanced AFIS	DOJ-ID	**200,000**
4.5	Mug Shot Repository	DOC	**55,000**
7.14	Regional Prison Support System	DOC	**350,200**

Reference Number	Project	Responsible Agency	Total Cost
7.17	ACIS Redesign*	DOC	**949,800**
1.4	Restructure CJIN	DOJ-CSD	2,500
7.13	Courts GUI Interface	Courts	**236,100**
	PHASE II TOTAL		$182,600

* Includes AS400 upgrade and replacement of PCs.

NOTE: All figures in **bold** print above are not included in totals.

PHASE III - MCJIS DESIGN

The overall purpose of Phase III is to determine the overall design of MCJIS and determine the impact on existing policies, procedures, and legislation of implementing enhanced capabilities.

Strategic Plan Initiatives/Projects

- MCJIS Design (7.1) This project is directed at the activities necessary to develop a general design for the MCJIS. This design will encompass MCJIS technology architecture, applications/data, telecommunications, hardware, and software. Key project activities are as follows:
  - » Hire technical assistance to develop MCJIS design.
  - » Identify design methodology.
  - » Review requirements through interaction with local and state agencies.
  - » Confirm detail needs.
  - » Survey criminal justice package solutions
  - » Review other state statutes.
  - » Develop proposed design.
  - » Review proposed design with the Advisory and Executive Committees.
  - » Update proposed costs.
  - » Finalize MCJIS design.
- Voice, Radio/Data Network Plan (6.3) This project develops a statewide voice/data/radio network integration plan for criminal justice agencies that will meet current and future statewide communications needs. Key project activities are as follows:

- » Define the current network environment.
- » Review the current and future direction of SummitNet plans.
- » Assess the adequacy of the environment in light of MCJIS desired usage.
- » Document MCJIS requirements.
- » Define future network environment.
- » Pilot network capabilities.
- » Develop a proposed implementation plan.
- » Implement the network architecture.

■ Data Security (11.3) This project defines data security rules and user access privileges to ensure data integrity and security across systems. Key project activities are as follows:

- » Identify security requirements for MCJIS.
- » Review the proposed technology architecture.
- » Review the availability of alternative security solutions.
- » Propose alternative solutions.
- » Evaluate alternatives from a cost-benefit perspective.
- » Present recommendations to the Executive Committee.
- » Acquire hardware and software.
- » Develop a proposed implementation plan.
- » Implement the proposed solution.

■ Infrastructure Standards (6.2) This project defines the minimum necessary technology infrastructure standards, including networking protocols, to allow improved system communication and interoperability. Key project activities are as follows:

- » Review Montana State standards.
- » Review other state standards.
- » Identify desired results from standards (requirements).
- » Develop proposed standards.
- » Work with multijurisdictional committee to review issues and concerns.
- » Finalize proposed standards.

» Present standards to the Executive Committee for approval.

» Distribute standards.

- Data Standards and Data Sharing Relationships (11.1) This project defines data and data linkage (key field) standards to facilitate data sharing between systems and publish them in a standards handbook. Key project activities are as noted in (6.2) above.

- Information Exchange Standards (11.2) This project defines the information exchange standards required to facilitate transmission and acceptance of data between systems

- Minimum Demographic Standards (11.4) This project defines the minimum set of demographic data standards for all key criminal justice systems. Key project activities are as noted in (6.2) above.

- Common Transactions and Interfaces (11.6) This project allows for design of a standard set of interface transactions for the automated exchange of criminal justice information between functional organizations. Key project activities are as noted in (6.2) above.

- Purchasing Rules (3.1) This project involves review and identification of required changes in purchasing rules to allow local jurisdictions to utilize state contracts for the acquisition of hardware and software products. Key project activities are as follows:

  » Review current purchasing rules and regulations relative to outside utilization of state contracts.

  » Identify areas where rules prohibit external usage.

  » Review desired usage of state contracts by local jurisdictions.

  » Draft alternative language for external usage of state contracts.

  » Establish proposed procedures for local jurisdiction use of state contracts.

  » Review procedures and proposed changes with the Executive Committee.

  » Implement proposed changes.

- Legislative Code (3.2) Based on the MCJIS design, the project reviews the changes required to statutes to support the proposed new operations. Key project activities are as follows:

  » Review current statutes and administrative rules on limitations of criminal justice information acquisition and dissemination.

  » Identify areas where MCJIS design will be in violation of rules.

  » Propose alternative language.

» Review proposed changes with the Executive Committee.

» Present draft language to state representatives for inclusion in legislative changes

- Information Policy (3.3) This project defines standardized criminal justice business policies. The implementation of automated information exchanges will require the definition of new policies for information sharing.

  » Review information policies, rules, and regulations relative to utilization of information.

  » Identify areas where rules prohibit external usage.

  » Review desired usage of information by state and local jurisdictions.

  » Draft alternative language.

  » Review procedures and proposed changes with the Executive Committee.

  » Implement proposed changes.

- Records Collection and Dissemination (3.4) This project defines records collection and dissemination (data-sharing policies). For key project activities, see (3.3) above.

- Records Management (3.5) This project clarifies statutes/policies/rules relative to records management, including electronic records and retention, archiving, and purging of records. For key project activities, see (3.3) above.

- Internet Data Sharing (3.6) This project establishes a policy relative to access to information via the Internet. For key project activities, see (3.3) above.

- Business Procedures (3.7) This project defines standard business rules and procedures across agencies. The implementation of automated information exchanges will require the definition of new business rules for information sharing and access. Key project activities are as follows:

  » Identify areas where standard criminal justice business procedures could be applied.

  » Work with regional and special task forces to identify common procedure areas.

  » Draft proposed common procedures and seek team consensus.

  » Review proposed common procedures with the Executive Committee.

- Cost Redistribution (3.8) This project is directed at the tasks necessary to review current charging practices for CJIN and the products and services offered and, based on review of these areas, to determine improved methods for charging and to change services offered to CJIN clients, if necessary.

Cost and Responsible Agency

The estimated costs to complete this phase of MCJIS are as follows:

Reference Number	Project	Responsibie Agency	Total Cost
7.1	MCJIS Design	MCJIS	$158,000
6.3	Voice, Radio/Data Network Plan	MCJIS	46,400
11.3	Data Security	MCJIS	190,100
6.2	Infrastructure Standards	MCJIS	26,600
11.1	Data Standards	MCJIS	50,100
11.2	Information Exchange Standards	MCJIS	50,100
11.4	Minimum Demographic Standards	MCJIS	50,100
11.6	Common Transactions and Interfaces	MCJIS	40,100
3.1	Purchasing Rules	DOA, MCJIS	1,200
3.2	Legislative Code	DOJ	2,900
3.3	Information Policy	DOJ-CSD	18,500
3.4	Records Collection and Dissemination	MCJIS	13,500
3.5	Records Management	MCJIS	6,450
3.6	Internet Data Sharing	MCJIS	18,100
3.7	Business Procedures	MCJIS	15,700
3.8	Cost Redistribution	CJIN	34,700
	PHASE III TOTAL		$722,550

PHASE IV - OPERATING IMPROVEMENTS

Phase IV is directed at a series of stand-alone projects that can be conducted throughout the development of MCJIS based on the priorities established by users.

Strategic Plan Initiatives/Projects

- Misdemeanor Fingerprints (4.2) The purpose of this project is to anticipate the impact to the Identification Bureau of increased volumes of misdemeanor fingerprint cards if all agencies submitted the full volume. The key activities would be the hiring of personnel to support the increased volume of work.
- Full-Time Identification Services (4.3) The purpose of this project is to anticipate the cost of the Identification Bureau hiring the necessary two additional staff members so that information could be disseminated to qualified parties 24 hours a day, 7 days a week.

- Data Quality (4.6) The purpose of this task is to identify the need for a recurring funding mechanism to support Identification Bureau personnel in the continuing process of working on criminal history data quality.

- Driver's License Photograph Repository Access (4.7) The purpose of this project is to review the needs for access to driver license photographs by criminal justice personnel and to design and implement an improved method for access. Key project activities are as follows:

  » Review the status of the current motor vehicle photograph repository.

  » Review the needs of the criminal justice community for access to these photographs.

  » Design alternative methods for improved state and local access.

  » Confirm costs.

  » Present proposed solution for approval to the Executive Committee.

  » Develop new access method.

  » Implement proposed design.

- Statewide Messaging Directory Services (6.4) The overall purpose of this project is to determine improved methods for the centralized exchange of messages or information. Key project activities are as follows:

  » Define multijurisdictional requirements for message/information exchange.

  » Review alternative package solutions.

  » Develop new messaging design.

  » Present proposed design and cost to the Executive Committee for approval.

  » Acquire proposed solution.

  » Pilot solution.

  » Implement statewide.

- SummitNet MCJIS Involvement (6.5) SummitNet is the statewide backbone network to be used by the criminal justice community. The purpose of this project is to ensure that the project team is knowledgeable in the status and direction of SummitNet and to ensure that criminal justice requirements are being met by the design. In addition, for unique requirements of MCJIS identified in Phase III project (6.3), MCJIS will have to be prepared to pay part of the costs to link the community to central and distributed databases. Key project activities are as follows:

- » Secure an advisory position on the team responsible for SummitNet design and implementation.
- » Disseminate MCJIS needs for telecommunications support to the SummitNet team (based on plan developed in project 6.3).
- » Share the desired implementation schedule for MCJIS relative to the telecommunications impact to SummitNet.
- » Attend all SummitNet status meetings.
- » Update the Executive Committee on issues associated with SummitNet.

- Intelligence System Development (7.7) The purpose of this project is to develop a state wide data repository of intelligence information that can be accessed by accredited law enforcement agencies. Key project activities associated with this development activity are as follows:
  - » Define state and local requirements for maintaining intelligence data.
  - » Survey other state intelligence systems.
  - » Survey package solutions.
  - » Determine best fit between packages and technology transfer from another state.
  - » Present proposed solution to the Executive Committee for approval.
  - » Acquire or transfer technology.
  - » Implement proposed solution.

- MVD Access (7.8) The purpose of this project is to improve access to driver and vehicle information maintained by the DOJ MVD. Key project activities are as follows:
  - » Review state and local requirements for alternative access to MVD data.
  - » Design alternative methods for improved access.
  - » Present proposed alternative to the Executive Committee for approval.
  - » Develop proposed capability.
  - » Implement proposed solution.

- Criminal History Access (7.9) The purpose of this project is to evaluate alternative methods for non-criminal justice users to have access to selected elements of criminal history information. This project will develop a design for MCJIS that will allow the state, local jurisdictions, and the public to have access to selected criminal justice information without accessing the switcher. Key project activities are as follows:

- » Define requirements for access.
- » Identify criminal history information that cannot be accessed by non-criminal justice agencies.
- » Propose a design and develop cost information.
- » Present proposed solution to the Executive Committee.
- » Develop proposed solution.
- » Implement proposed solution.

- III Interface (9.1) The purpose of this project is to maintain the applications, policies, and procedures necessary for the state to support III. Key project activities are as follows:
  - » Maintain awareness of III requirements.
  - » Maintain the systems necessary to meet these requirements.
  - » Review and seek approval for the design from the Executive Committee.
  - » Maintain the applications support.
- Sex Offender Registration (9.3) Create and maintain an automated sex offender registration that can be accessed by qualified criminal justice agencies. Key project activities are as follows:
  - » Review application requirements.
  - » Develop a proposed design.
  - » Review and seek approval for the design from the Executive Committee.
  - » Develop design.
  - » Implement application.
- Public Safety System Linkages (10.7) The purpose of this project is to explore the requirements and types of linkages that need to exist between all public safety linkages. This project will involve identifying the areas where exchanges of information are desired and how to best meet those linkages. Key project activities are as follows:
  - » Review application requirements.
  - » Develop proposed design.
  - » Review and seek approval for the design from the Executive Committee.

- » Develop design.
- » Implement application.

- Traffic Accident System (7.11) The purpose of this project is to evaluate alternative methods for the automated submission and access to traffic accident information. Key project activities are as follows:
  - » Review application requirements.
  - » Develop proposed design.
  - » Review and seek approval for the design from the Executive Committee.
  - » Develop design.
  - » Implement application

- Imaging Pilot (7.15) This project studies the feasibility of using OCR and imaging systems to reduce the processing and handling of paperwork. Key project activities are as follows:
  - » Review potential needs for utilization of imaging.
  - » Review other state criminal justice operations.
  - » Document requirements.
  - » Identify alternative solutions for imaging utilization.
  - » Evaluate these alternatives.
  - » Present recommendations to the Executive Committee.
  - » Acquire technology.
  - » Implement pilot.
  - » Evaluate results and plan for increased utilization.

- MDT (7.16) Based on the results of a pilot operation of MDT in patrol cars, the project identifies a statewide plan for increased utilization of these devices. Key project activities are as follows:
  - » Identify planned utilization of MDTs.
  - » Pilot proposed usage.
  - » Identify a plan for extended utilization of MDTs.

» Present plan and cost to the Executive Committee for approval.

» Implement MDT utilization according to the implementation plan.

Costs and Responsible Agency

The estimated costs to complete this phase of MCJIS are as follows:

Reference Number	Project	Responsible Agency	Total Cost
4.2	Misdemeanor Fingerprints	DOJ-ID	$ 137,000
4.3	Full-Time Identification Services	DOJ-ID	112,000
4.6	Data Quality	DOJ-ID	119,000
4.7	Driver's License Photograph Repository Access	MCJIS	80,000
6.4	Statewide Messaging Directory Services	MCJIS	119,600
6.5	SummitNet MCJIS Involvement	MCJIS	370,100
7.7	Intelligence System Development	MCJIS	61,400
7.8	MVD Access	MCJIS, DOJ-CSD	11,700
7.9	Criminal History Access	MCJIS	21,700
9.1	III	MCJIS	116,600
9.3	Sex Offender Registration	MCJIS	88,100
10.7	Public Safety System Linkages	MCJIS	43,600
7.11	Traffic Accident System	MCJIS	79,700
7.15	Imaging Pilot	MCJIS	248,600
7.16	MDT	DOJ-CSD	118,200
	PHASE IV TOTAL		$1,727,300

PHASE V - TRAINING AND EDUCATION

The overall purpose of this phase is to identify the training and education needs for MCJIS. All projects in this phase are directed at training activities.

Strategy Plan Initiatives/Projects

- Management Education (1.3) To develop and promote MCJIS understanding, it is necessary to develop programs for continuing management education. This project is directed at identification of management training needs, development of programs, and actual delivery of training to key MCJIS management personnel. Key project aspects are as follows:

  » Identify MCJIS management personnel.

- » Review skill and knowledge levels.
- » Identify key training programs.
- » Establish training resources and publish schedules.
- » Conduct training sessions.
- » Seek feedback.

- Training (5.2) The purpose of this project is to establish a training unit as a part of MCJIS. This unit will be responsible for the coordination and execution of all MCJIS training activities through the design and development of the system. Key project activities are as follows:
  - » Determine the scope of training needs.
  - » Design a training unit that will meet needs.
  - » Hire personnel.
  - » Develop training plan.
  - » Develop training materials.
  - » Begin training.

- Criminal Justice Forum (5.3) This project involves the establishment of an annual forum for criminal justice agencies. The purpose of the forum will be to update the criminal justice community of the status of MCJIS development and to seek input on future plans and directions. Key project activities are as follows:
  - » Identify scope of sessions.
  - » Develop presentation materials.
  - » Distribute information on the forum.
  - » Conduct the forum.
  - » Seek feedback on forum.

Costs and Responsible Agency

The estimated costs to complete this phase of MCJIS are as follows:

Reference Number	Project	Responsible Agency	Total Cost
1.3	Management Education	MCJIS	$ 29,000
5.2	Training	MCJIS	250,000
5.3	Criminal Justice Forum	MCJIS	12,200
	PHASE V TOTAL		$291,200

PHASE VI - HOT FILES

This phase is concerned with the expansion of the existing hot files into an expanded database of information. Although all these areas are related to criminal history information, the emphasis of this phase is directed at crime information. The integration of new hot files with the existing files will require the following work activities:

- Review existing data files and element content.
- Review requirements for hot files.
- Deign a revised database structure for all hot file data.
- Develop a plan for development and implementation of these hot files.
- Present proposed design and cost to the Executive Committee.
- Develop databases.
- Implement hot files.

The specific project or database areas are as follows:

- In-Custody (7.2) The purpose of this project is to maintain an in-custody database that would reflect information on the status of all individuals incarcerated at any state or local facility.
- Master Index (7.3) This database would maintain basic identifiers on offenders and indicate their status in the criminal justice system. Additional information would point to specific geographic locations or databases where detail information could be gained.

- MII Interfaces (10.3) The purpose of this project is to evaluate methods for improving access for local jurisdictions to the master index developed in (7.3).
- FIFS (9.5) The purpose of this project is to design, develop, and implement the felony flags necessary to support federal requirements.
- Illegal Aliens Database (7.6) This project develops an illegal alien database for access by criminal justice users that includes information about all known or contacted individuals.
- Gun Instant Check (9.2) Conduct a feasibility study to determine how to be in compliance with federal requirements, while meeting the needs of Montana.
- NIBRS (9.4) The purpose of this project is to develop an application that will be in compliance with federal guidelines. Key project activities are as follows:
  - » Review application requirements.
  - » Develop proposed design.
  - » Review and seek approval for the design from the Executive Committee.
  - » Develop design.
  - » Implement application.
- Statewide Master Files (11.5) This database area would include all statewide files dealing with specific statutes, geographic information, or other information desired by the criminal justice community that is maintained at the state level.
- Hot File Access (7.10) This project is directed at the review of all existing hot files and the analysis of improved methods for allowing access to existing and new data.
- CODIS (9.10). Design, develop, and implement an interface with CODIS.

Costs and Responsible Agency

The estimated costs to complete this phase of MCJIS are as follows:

Reference Number	Project	Responsible Agency	Total Cost
7.2	In-Custody	MCJIS	$202,100
7.3	Master Index	MCJIS	185,500
10.3	MII Interfaces	MCJIS	44,400
9.5	FIFS	MCJIS	61,100
7.6	Illegal Aliens Database	MCJIS	88,400

Reference Number	Project	Responsible Agency	Total Cost
9.2	Instant Gun Check	MCJIS	50,100
9.4	NIBRS	MCJIS	60,600
11.5	Statewide Master Files	MCJIS	100,100
7.10	Hot File Access	MCJIS	109,100
9.10	CODIS	MCJIS	28,100
	PHASE VI TOTAL		$929,500

PHASE VII - CRIMINAL HISTORY

This phase is directed at the work necessary to update the current criminal history system environment. During this phase the criminal history system will be acquired, information will be expanded, the switcher will be replaced, and improved interfaces will be created to other databases.

- Criminal History System (7.4) This project is directed at the acquisition of a new criminal history system. Key project activities are as follows:
  - » Review requirements.
  - » Conduct vendor package presentations.
  - » Finalize requirements.
  - » Conduct a Request for Proposal (RFP) process.
  - » Present recommendations to the Executive Committee.
  - » Select vendor.
  - » Negotiate contract.
  - » Implement new system.
- Juvenile Repository (7.5) This project is directed at the development of a juvenile offender database and will require the following project activities:
  - » Review requirements.
  - » Review vendor package alternatives.
  - » Evaluate integration with criminal history or stand-alone.
  - » Finalize requirements.
  - » Conduct RFP process.

» Present recommendations to the Executive Committee.

» Select vendor.

» Negotiate contract.

» Implement new system.

- AFIS/Criminal History (10.1) The purpose of this project is to implement an interface between AFIS and the criminal history system. Under this project, fingerprint information that was collected at a Live-Scan device would be transferred to the AFIS system for a match. Based on the match, the criminal history database would be updated with the arrest information and the fingerprint data would be sent to the federal repository. Key project activities would be as follows:

  » Review requirements for this process.

  » Work with the vendors involved to develop the interfaces.

  » Present the proposed solution to the Executive Committee.

  » Test the interface.

  » Implement the solution in a production environment.

- Switcher Replacement (10.2) The purpose of this project is to acquire the hardware and software necessary to replace the current message switch. Project activities will include:

  » Review requirements.

  » Review vendor package solutions.

  » Finalize requirements.

  » Conduct RFP process.

  » Select vendor.

  » Negotiate contract.

  » Present recommendations to the Executive Committee.

  » Implement package.

The following projects are all directed at the process of developing interfaces to existing major databases. The following key activities will need to be conducted for these project areas:

» Define requirements.

- » Design desired interfaces.
- » Work with the vendors to ensure proper linkages.
- » Develop interfaces.
- » Test interfaces.
- » Implement interfaces.

- Courts/Correction Interface (10.4) The purpose of this project is to develop an interface with the courts system so that disposition and other information can be updated in the criminal history system.
- Jail/Corrections Interface (10.5) This project develops an interface between the city and county jails and corrections so that information can be exchanged on an automated basis when prisoners are transferred. This information will also be linked to the in-custody database.
- Jail/Criminal History Interface (10.6) This project is directed at the development of an interface between local jails and the criminal history system. This interface would allow for the transfer of information from the jails to the criminal history system on an automated basis.

Costs and Responsible Agency

The estimated costs to complete this phase of MCJIS are as follows:

Reference Number	Project	Responsible Agency	Total Cost
7.4	Criminal History System	MCJIS	$1,637,000
7.5	Juvenile Repository	MCJIS	83,500
10.1	AFIS/Criminal History	MCJIS	151,100
10.2	Switcher Replacement	DOJ-CSD	500,100
10.4	Courts/Correction Interface	MCJIS	55,600
10.5	Jail/Correction Interface	DOC	58,600
10.6	Jail/Criminal History Interface	MCJIS	48,600
	PHASE VII TOTAL		$2,534,500

PHASE VIII - LOCAL APPLICATIONS

The overall purpose of this phase is to interact with the local jurisdictions and determine which packaged applications can best meet the needs of this community. This would be conducted by assembling

teams of local jurisdiction personnel to work on a variety of projects to set preferred vendors for statewide utilization. Key tasks for all of these projects would be as follows:

- Develop project structures for state/local interaction.
- Conduct vendor demonstrations.
- Define requirements.
- Conduct an RFP process.
- Select preferred vendors.
- Present recommendations to the Executive Committee.
- Negotiate contracts.
- Begin implementation.

The following specific projects have been identified for the local jurisdictions:

- Repository Access (8.1) The purpose of this project is to improve local access to central and distributed repositories.
- NIBRS Compatibility (8.2) The purpose of this project is to develop a local jurisdiction solution to NIBRS data collection and to implement that capability with the state repository.
- Current Functionality (8.3) The purpose of this project is to identify and increase the functionality and interfaces from current local jurisdiction systems to the state. Until all jurisdictions are on the preferred vendor solutions, interfaces and changes to the current systems will have to be made to support MCJIS.
- Law Enforcement Applications (8.4) The purpose of this project is to select a preferred local jurisdiction enforcement application and provide technical and financial assistance with the implementation of these packages.
- Mug Shot System (8.5) The purpose of this project is to select a preferred local jurisdiction mug shot application and provide technical and financial assistance with the implementation of these packages.
- Jail Management System (8.6) The purpose of this project is to select a preferred local jurisdiction jail management system and provide technical and financial assistance with the implementation of these packages.

- Booking/Identification System (8.7) The purpose of this project is to select a preferred local jurisdiction booking/identification system and provide technical and financial assistance with the implementation of these packages.

Costs and Responsible Agency

The estimated costs to complete this phase of MCJIS are as follows:

Reference Number	Project	Responsible Agency	Total Cost
8.1	Repository Access	MCJIS	$ 140,100
8.2	NIBRS Compatibility	MCJIS	180,400
8.3	Current Functionality	MCJIS	195,600
8.4	Law Enforcement Applications	MCJIS	354,800
8.5	Mug Shot System	MCJIS	180,900
8.6	Jail Management System	MCJIS	634,400
8.7	Booking/Identification System	MCJIS	532,400
	PHASE VIII TOTAL		$2,218,600

V. MCJIS BUDGET

VI. MCJIS BUDGET

As previously noted, the MCJIS project will be conducted in eight phases over an 8-year period. Under this plan, each project and its associated estimated costs are as follows:

Reference Number	Project Description	Amount
	PHASE I - MCJIS PROJECT INITIATION	
1.1	Governance Structure	$ 48,500
1.2	Project Management	119,000
2.1	Improvement Plan	51,500
2.2	Marketing Plan	23,500
2.3	Funding Plan	8,500
5.1	Evaluation Program	45,400
6.1	Statewide Inventory	8,200
9.7	NCIC 2000 (Monitoring)	18,000
9.8	IAFIS	18,000
9.9	NFF	18,000
11.7	MCJIS Web Server	62,100
	PHASE I SUBTOTAL	$420,700
	PHASE II - CURRENT PROJECTS	
7.12	Year 2000 Conversion	$180,100
9.6	Victim Notification Network	**13,720**
4.1	Live-Scan Expansion	**190,000**
4.4	Enhanced AFIS	**200,000**
4.5	Mug Shot Repository	**55,000**
7.14	Regional Prison Support System	**350,200**
7.17	ACIS Redesign*	**949,800**
1.4	Restructure CJIN	2,500
7.13	Courts GUI Interface	**236,100**
	PHASE II SUBTOTAL	$182,600

* Includes AS400 upgrade and replacement of PCs.

NOTE: All figures in **bold** print above are not included in totals.

Reference Number	Project Description	Amount
	PHASE III - MCJIS DESIGN	
7.1	MCJIS Design	$158,000
6.3	Voice, Radio/Data Network Plan	46,400
11.3	Data Security	190,100
6.2	Infrastructure Standards	26,600
11.1	Data Standards	50,100
11.2	Information Exchange Standards	50,100
11.4	Minimum Demographic Standards	50,100
11.6	Common Transactions and Interfaces	40,100
3.1	Purchasing Rules	1,200
3.2	Legislative Code	2,900
3.3	Information Policy	18,500
3.4	Records Collection and Disseminations	13,500
3.5	Records Management	6,450
3.6	Internet Data Sharing	18,100
3.7	Business Procedures	15,700
3.8	Cost Redistribution	34,700
	PHASE III SUBTOTAL	$722,550
	PHASE IV - OPERATING IMPROVEMENTS	
4.2	Misdemeanor Fingerprints	$ 137,000
4.3	Full-Time Identification Services	112,000
4.6	Data Quality	119,000
4.7	Driver's License Photograph Repository Access	80,000
6.4	Statewide Messaging Directory Services	119,600
6.5	SummitNet MCJIS Involvement	370,100
7.7	Intelligence System Development	61,400
7.8	MVD Access	11,700
7.9	Criminal History Access	21,700
9.1	III	116,600
9.3	Sex Offender Registration	88,100
10.7	Public Safety System Linkages	43,600
7.11	Traffic Accident System	79,700
7.15	Imaging Pilot	248,600
7.16	MDT	118,200
	PHASE IV SUBTOTAL	$1,727,300

Reference Number	Project Description	Amount
	PHASE V - TRAINING AND EDUCATION	
1.3	Management Education	$ 29,000
5.2	Training	250,000
5.3	Criminal Justice Forum	12,200
	PHASE V SUBTOTAL	$291,200
	PHASE VI – HOT FILES	
7.2	In-Custody	$202,100
7.3	Master Index	185,500
10.3	MII Interfaces	44,400
9.5	FIFS	61,100
7.6	Illegal Aliens Database	88,400
9.2	Instant Gun Check	50,100
9.4	NIBRS	60,600
11.5	Statewide Master Files	100,100
7.10	Hot File Access	109,100
9.10	CODIS	28,100
	PHASE VI SUBTOTAL	$929,500
	PHASE VII - CRIMINAL HISTORY	
7.4	Criminal History System	$1,637,000
7.5	Juvenile Repository	83,500
10.1	AFIS/Criminal History	151,100
10.2	Switcher Replacement	500,100
10.4	Courts/Corrections Interface	55,600
10.5	Jail/Corrections Interface	58,600
10.6	Jail/Criminal History Interface	48,600
	PHASE VII SUBTOTAL	$2,534,500
	PHASE VIII - LOCAL APPLICATIONS	
8.1	Repository Access	$ 140,100
8.2	NIBRS Compatibility	180,400
8.3	Current Functionality	195,600
8.4	Law Enforcement Applications	354,800
8.5	Mug Shot System	180,900

Reference Number	Project Description	Amount
8.6	Jail Management System	634,400
8.7	Booking/Identification System	532,400
	PHASE VIII SUBTOTAL	$2,218,600
	MCJIS TOTAL	$9,026,950

These projects have also been budgeted by the fiscal year in which they would be incurred and by major objects of expenditure by fiscal year. APPENDIX D, Phases/Projects by Fiscal Year, presents all projects and the year in which expenses will be incurred. APPENDIX E – Budget by Objective of Expenditure, views these amounts by the major objective of expenditure by fiscal year.

VII. IMPLEMENTATION PLAN

VII. IMPLEMENTATION PLAN

The overall purpose of this section of the report is to now view the project from an implementation perspective. Under this view, the following phases and subphases will be executed:

Phase/Subphase	Time Frame

- Phase I - MCJIS Project Initiation — Year 1 to Year 2

  The overall purpose of this phase is to initiate the MCJIS project and establish the policies, systems, and procedures that will be necessary to execute this multiyear development effort. Subphases are as follows:

  » Project Initiation

  » Detail Planning

  » Project Monitoring

- Phase II - Current Projects — Year 1 to Year 3

  This phase of MCJIS development is directed at the completion of current projects either under way or planned within the next several years.

- Phase III - MCJIS Design — Year 2 to Year 3

  This phase of MCJIS design consists of the activities necessary to design MCJIS, establish standards to guide long-term development of the criminal justice community, and establish the policies and procedures that will guide the conduct of the project. Planned subphases are as follows:

  » Overall Design

  » Standards

  » Policies and Procedures

- Phase IV - Operating Improvements — Year 1 to Year 8

  This phase is directed at conducting a series of individual projects to improve the operations of Montana's criminal justice system. Key subphases are as follows:

Phase/Subphase — Time Frame

- » Identification Resources
- » Stand-Alone Projects

- Phase V - Training and Education — Year 1 to Year 8

  This phase comprises the training and education necessary to keep criminal justice management and staff up to date regarding the new capabilities of MCJIS.

- Phase VI - Hot Files — Year 1 to Year 6

  This phase is directed at the implementation of hot files in support of the needs of the criminal justice community.

- Phase VII - Criminal History — Year 3 to Year 6

  This phase encompasses the activities necessary to develop and implement a new criminal history system for the state of Montana. Key subphases are as follows:

  - » Criminal History Support
  - » Criminal History Interfaces

- Phase VIII - Local Applications — Year 4 to Year 7

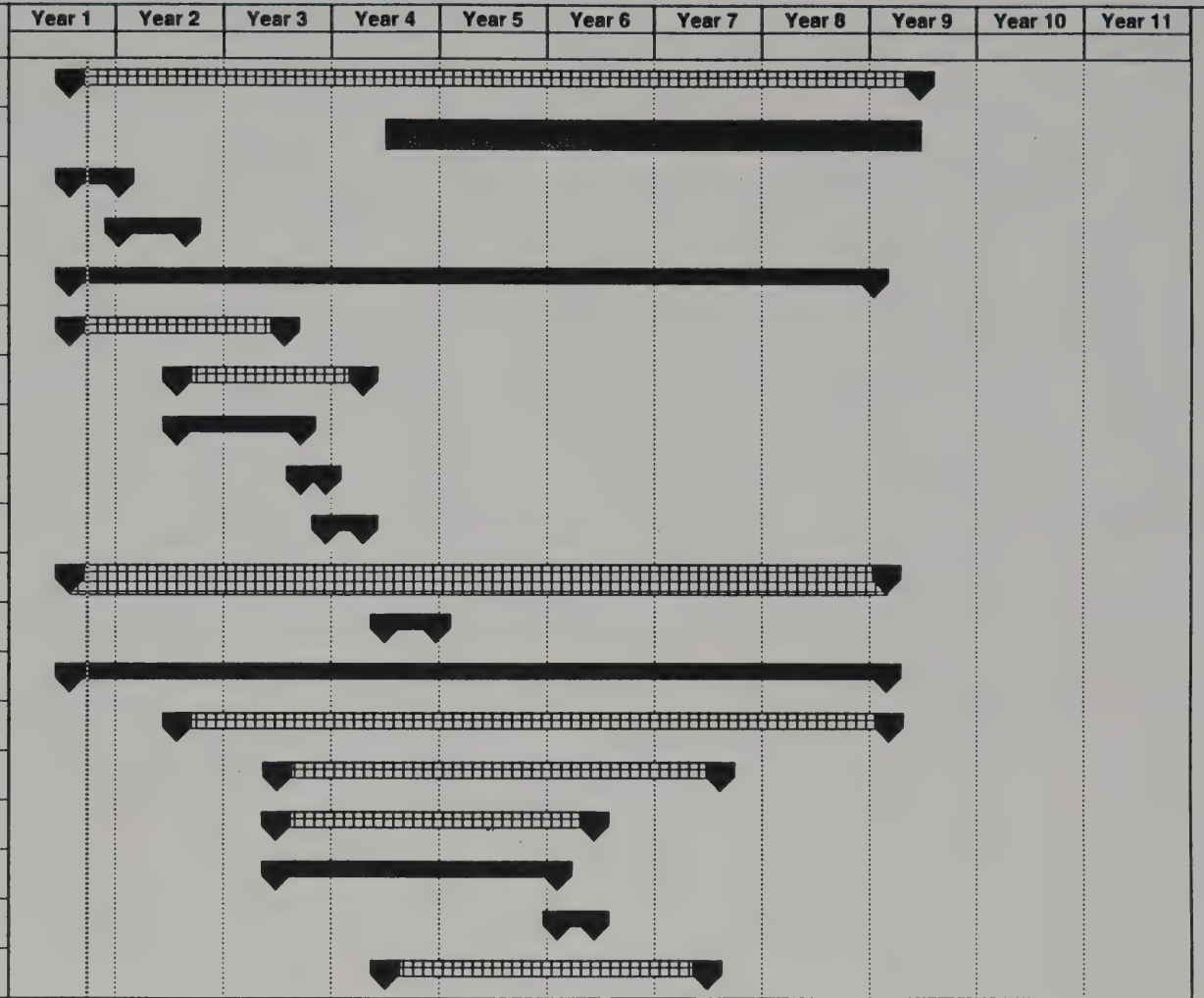
  This phase is directed at assisting local jurisdictions with the acquisition and implementation of applications that will interface with the state to produce higher-quality data.

EXHIBIT VIII, Summary MCJIS Schedule, which follows this page, presents a Gantt chart of the proposed time line for implementation. APPENDIX C, Project Schedule, depicts the detail time line for the overall project.

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
PROJECT SCHEDULE

EXHIBIT VIII

ID	Ref. #	Task Name
1		PHASE I - MCJIS PROJECT INITIATION
2		*MAJOR FUNDING AVAILABLE*
3		*Phase IA - Project Initiation*
6		*Phase IB - Detail Planning*
13		*Phase IC - Project Monitoring*
19		PHASE II - CURRENT PROJECTS
29		PHASE III - MCJIS DESIGN
30		*Phase IIIA - Overall Design*
34		*Phase IIIB - Standards*
40		*Phase IIIC - Policies and Procedures*
49		PHASE IV - OPERATING IMPROVEMENTS
50		*Phase IVA - ID Resources*
54		*Phase IVB - Stand-Alone Projects*
67		PHASE V - TRAINING AND EDUCATION
71		PHASE VI - HOT FILES
82		PHASE VII - CRIMINAL HISTORY
83		*Phase VIIA - Criminal History Support*
88		*Phase VIIB - Criminal History Interfaces*
92		PHASE VIII - LOCAL APPLICATIONS



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MTG MANAGEMENT CONSULTANTS

APPENDIX A
FEDERAL INITIATIVES

FEDERAL INITIATIVES

THE NATIONAL CRIMINAL HISTORY IMPROVEMENT PROJECT (NCHIP)

NCHIP is a grant program to assist states in automating and/or improving their criminal history record systems to meet requirements introduced by the Brady Handgun Violence Protection Act and the National Child Protection Act of 1993.

The Brady Act mandates that, until November 1998, firearms dealers submit a background check on an individual and not sell that person a handgun until law enforcement notifies the dealer the buyer is eligible or until 5 days have passed. After 1998, firearms dealers will perform background checks directly through the National Instant Background Check System (NICS).

The primary impacts to law enforcement of the Brady Act include:

- Increased data requirements. Law enforcement will need to be able to determine whether an individual is eligible to purchase a handgun or whether the person:
  - » Is under indictment for, or has been convicted in any court of, a crime punishable by imprisonment for a term exceeding 1 year.
  - » Is a fugitive from justice.
  - » Is an unlawful user of, or addicted to, any controlled substance.
  - » Has been adjudicated as a mental defective or been committed to a mental institution.
  - » Is an alien who is illegally or unlawfully in the United States.
  - » Was discharged from the Armed Forces under dishonorable conditions.
  - » Has renounced United States citizenship.
  - » Is subject to a civil restraining order arising out of domestic or child abuse (this condition was added as part of the Violent Crime Control Act of 1994).
- Increased volume of background checks.

The National Child Protection Act of 1993, as amended by the Violent Crime Control Act, requires that records of abuse against children be submitted to the Federal Bureau of Investigation's (FBI's) national record system.

Source: United States Department of Justice, Office of Justice Programs, BJS, National Criminal History Improvement Program - Program Announcement, November 1994.

NCHIP is a grant program administered by the Department of Justice, BJS. It is designed to help states automate their criminal history record systems and improve the accuracy, completeness, timeliness, and accessibility of criminal history records. The program implements the grant provisions of the Brady Handgun Violence Protection Act and the National Child Protection Act of 1993.

The Brady Act authorized $200 million for the grant program; the Child Protection Act authorized $20 million. An appropriation of $100 million was made toward implementation of the Brady Act for 1995. Of this amount, $88 million was made available for direct award to states. The total 3-year requests made by the states in their NCHIP applications far exceeded the funds available. Accordingly, full funding for even first-year requests was not possible in most cases.

There are three basic levels of NCHIP participation. The level of participation and award amounts depend upon the condition of the applying state's records, the purposes for which funds were requested, and the impact the improvements will have on the availability of records throughout the national system.

Core Activities

Core activities focus on establishing and enhancing computerized criminal history records and on improving access to and interface between such systems and the NICS. Specifically, core activities relating to basic system development include efforts to:

- Improve the quality of criminal history (with emphasis on automation and disposition capture).
- Increase participation in the FBI's Interstate Identification Index (III).
- Upgrade the accessibility of records for presale and preemployment checks.
- Increase system access to nonfelony records, particularly in areas relating to child or domestic abuse or crimes against the elderly or disabled.
- Establish an interface between criminal history record systems and any state data system that is compatible with the National Incident-Based Reporting System.
- Ensure that information on convictions relating to stalking and domestic abuse are included in, and accessible through, the criminal history database.
- Evaluate, audit, or monitor progress in meeting legislative or program goals.

Extended Core Activities

In addition to funding core improvements to criminal history records, BJS will provide a limited amount of NCHIP funds (not to exceed $5 million in total) to selected states to assist in the identification of persons other than felons who are prohibited from purchasing firearms. This effort will support the long-term goals of the permanent system established under the Brady Act by enhancing the effectiveness of the NICS. Funds under this effort can be used to evaluate the feasibility of accessing such records as those of individuals subject to civil restraining orders arising out of domestic or child abuse, as well as to develop protocols for interfacing with non-criminal history systems for purposes of background checks.

States are selected for extended core participation based on level of Computerized Criminal History development, participation in III, extent of automation and technical development, current efforts to interface with other categories of prohibited firearms purchasers (either within the state or interstate), and experience under the BJS Criminal History Records Improvement program.

Priority State Activities

The Brady Act requires BJS to give preference to states that have the lowest currency of case dispositions in computerized criminal history files. Five states (Vermont, Mississippi, New Mexico, West Virginia, and Maine) have almost no automated records and were designated as priority states. They will each receive $1 million over their base NCHIP grants to further enhance their systems. These states may use NCHIP funds only to support the basic system development components of the core funding activity.

THE BRADY HANDGUN VIOLENCE PROTECTION ACT

The Brady Handgun Violence Protection Act, enacted in November 1993 and effective in February 1994, requires that licensed firearms dealers request a presale check on all potential handgun purchasers by the chief law enforcement officer in the purchaser's residence. The check is to determine, based on available records, whether the individual is legally prohibited from purchase of the firearm. The sale of firearms is prohibited to an individual who:

- Is under indictment for, or has been convicted in any court of, a crime punishable by imprisonment for a term exceeding 1 year.
- Is a fugitive from justice.

- Is an unlawful user of, or addicted to, any controlled substance.
- Has been adjudicated as a mental defective or been committed to a mental institution.
- Is an alien who is illegally or unlawfully in the United States.
- Was discharged from the Armed Forces under dishonorable conditions.
- Has renounced United States citizenship.
- Is subject to a civil restraining order arising out of domestic or child abuse (this condition was added as part of the Violent Crime Control Act of 1994).

The sale may not be completed for 5 days unless the dealer receives approval before that time. The 5-day waiting period requirement terminates by 1998, at which time presale inquiries for all firearms will be made to the NICS. The Brady Act provides that the NICS will supply information on whether receipt of a firearm would violate federal or state law. The Brady Act establishes a grant program to assist states in upgrading criminal records systems and in improving access to, and interfaces with, the NICS.

In addition, the Brady Act provides that funds from the 5 percent set-aside under the Byrne Formula Grant program may be spent for the improvement of state record systems and the sharing of records for the purposes of implementing the Brady Act.

The constitutionality of the Brady Act (specifically, the federal government's mandate that all states institute the background check requirement) is currently being reviewed by the Supreme Court.

THE NATIONAL CHILD PROTECTION ACT OF 1993

The National Child Protection Act of 1993, as amended by the Violent Crime Control Act, requires that records of abuse against children be submitted to the FBI's national record system. The Act also encourages states to adopt legislation requiring background checks on individuals prior to their assuming responsibility for care of children, the elderly, or the disabled. The Act establishes a grant program to assist states in upgrading records to meet its requirements. Under the definition set forth in the Act, "child abuse crimes" includes crimes under any law of the state and are not limited to felonies.

THE VIOLENT CRIME CONTROL ACT

In addition to amending the Brady Act and the National Child Protection Act of 1993, the Violent Crime Control Act authorized a program to assist states in entering data on stalking and domestic violence into local, state, and national databases. Although funding was deferred, the Act emphasizes the importance of ensuring that data on convictions for these crimes is included in databases being developed with federal funds.

THE VIOLENCE AGAINST WOMEN ACT (VAWA) OF 1994

VAWA, as enacted by the 103rd Congress, is set out in Title IV of the Violent Crime Control and Law Enforcement Act of 1994, Public Law No. 103-322, 108 Stat. 1796 (September 13, 1994).

VAWA reflects a firm commitment towards working to change the criminal justice system's response to violence that occurs when any woman is threatened or assaulted by someone with whom she has or has had an intimate relationship, with whom she was previously acquainted, or who is a stranger. By committing significant federal resources and attention to issues of violence against women, VAWA can respond to the needs and concerns of women who have been, or potentially could be, victimized by violence.

This program authorizes fiscal year (FY) 1995 federal financial assistance to states for developing and strengthening effective law enforcement and prosecution strategies and victim services in cases involving violent crimes against women. Units of local government; Native American tribal governments; and nonprofit, nongovernmental victim service programs are eligible to apply to states for subgrants under this program. Native American tribal governments are also eligible to apply directly to the Office of Justice Programs for discretionary grants.

The impact to law enforcement agencies may include increased training, new policies and procedures, and/or increased data requirements. Impacts will vary with the strategies employed to combat violence against women.

Source: Department of Justice, Office of Justice Programs, Billing Code 4410-18-P, 28 CFR Part 90, RIN 1121-AA27, Grants to Combat Violence Against Women (DRAFT from Internet, November 27, 1996).

Definitions

"Domestic violence" includes felony or misdemeanor crimes of violence (including threats or attempts) committed:

- By a current or former spouse of the victim.
- By a person with whom the victim shares a child in common.
- By a person who is cohabitating, or has cohabitated, with the victim as a spouse.
- By a person similarly situated to a spouse of the victim under domestic or family violence laws of the jurisdiction receiving grant monies.
- By any other adult person against a victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction receiving grant monies.

"Forensic medical examination" means:

- All medical diagnostic procedures performed for a sexual assault victim, including, but not limited to:
  - » Examination of physical trauma.
  - » Determination of penetration, force, or lack of consent.
  - » Patient interview.
  - » Collection and evaluation of evidence.
- The records and test results of such diagnostic procedures and evidence collection must be obtained in a manner suitable for use in a court of law.

Law Enforcement and Prosecution Grants to Reduce Violent Crimes Against Women

For FY 1995, Congress appropriated $26 million to the Department of Justice as a down payment towards assistance to combat violent crimes against women. Part T authorizes an appropriation of $130 million for FY 1996 and increasing amounts in following years.

Thus, the $26 million appropriation for FY 1995 is the initial step of a multiyear program designed to encourage states to implement innovative and effective criminal justice approaches to this problem. VAWA enumerates the following seven broad purpose areas for which funds may be used:

1. Training for law enforcement officers and prosecutors to identify and respond more effectively to violent crimes against women, including crimes of sexual assault and domestic violence.

2. Developing, training, or expanding units of law enforcement officers and prosecutors specifically targeting violent crimes against women.

3. Developing and implementing more effective police and prosecution policies and services for preventing and responding to violent crimes against women.

4. Developing and improving data collection and communications systems linking police, prosecutors, and courts or for purposes of identifying and tracking arrests, protection orders, violations of protection orders, prosecutions, and convictions.

5. Developing, expanding, or improving victim services programs, including improved delivery of such services for racial, cultural, and ethnic minorities and providing specialized domestic violence court advocates.

6. Developing and enhancing programs addressing stalking.

7. Developing and enhancing programs addressing the special needs and circumstances of Native American tribes in dealing with violent crimes against women.

Additionally, by statute, 4 percent of the amount appropriated each year is available for Native American tribal governments through a discretionary program. For FY 1995, this program will fund up to 15 to 20 programs. Tribes, which may apply individually or as a consortium in order to maximize resources, are encouraged to develop programs that address their unique needs.

Eligibility Requirements Applicable to the States

To be eligible to receive grants under this program, states must develop plans that comply with the requirements set out in VAWA. Although grant amounts are limited for FY 1995, states should plan their VAWA activities with a view to implementing a continuing program over the next several years.

1. States must demonstrate how they plan to distribute their grant funds each year. At least 25 percent must be allocated to law enforcement, 25 percent to prosecution, and 25 percent to victim services programs.

2. Priority must be given to areas within the state of varying geographic size with the greatest showing of need. Need is based on population and the availability of existing domestic

violence and sexual assault programs in the population and geographic area to be served. States must ensure equitable geographic distribution among urban, nonurban, and rural areas. States must also address the needs of populations previously underserved due to geographic location, racial or ethnic barriers, or special needs such as language barriers or physical disabilities.

3. In their applications, states and Native American tribal governments must certify that they (or another level of government) will incur the full out-of-pocket costs for forensic medical exams involving sexual assault victims. Additionally, each state and Native American tribal government must provide certification that its laws, policies, and practices do not require, in connection with the prosecution of any misdemeanor or felony domestic violence offense, that the victim bear the costs associated with the filing of criminal charges against the domestic violence offender or the costs associated with the issuance or service of a warrant, protection order, and witness subpoena.

4. States are required to consult and coordinate with nonprofit, nongovernmental victim services programs, including sexual assault and domestic violence victim services programs.

CRIMES AGAINST CHILDREN AND SEXUALLY VIOLENT OFFENDER REGISTRATION ACT

This act (known as the Jacob Wetterling Act) requires states to establish 10-year registration programs for persons convicted of certain crimes against minors and sexually violent offenses and to establish a more stringent set of registration requirements for a subclass of highly dangerous sex offenders, characterized as "sexually violent predators." Impacts to law enforcement agencies responsible for registration (e.g., the Nebraska State Patrol) include:

- Increased volume of sex offender registrations.
- Increased data requirements for "sexually violent predators," such as:
  - » Identifying factors.
  - » Anticipated future residence.
  - » Offense history.
  - » Documentation of any treatment received for the mental abnormality or personality disorder of the offender.

- Requirement to transmit conviction data and fingerprints to the FBI. However, duplicative transmission of conviction data and fingerprints is not required at the time of initial registration if the state already has sent this information to the FBI (e.g., at the time of conviction).

Failure to comply with the requirements of this act will financially impact a state's criminal justice improvement funds by resulting in a 10 percent reduction in the state's Byrne Formula Grant funding.

Source: Department of Justice, Office of the Attorney General, Billing Code 4410-01, RIN 1105-AA36, Proposed Guidelines for the Jacob Wetterling Crimes Against Children and Sexually Violent Offender Registration Act (DRAFT from Internet, November 27, 1996).

Section 170101 of the Violent Crime Control and Law Enforcement Act of 1994 contains the Jacob Wetterling Crimes Against Children and Sexually Violent Offender Registration Act (hereafter referred to as "the Act"). The Act provides a financial incentive for states to establish 10-year registration requirements for persons convicted of certain crimes against minors and sexually violent offenses and to establish a more stringent set of registration requirements for a subclass of highly dangerous sex offenders, characterized as "sexually violent predators." States that fail to establish such systems within 3 years (subject to a possible 2-year extension) face a 10 percent reduction in their Byrne Formula Grant funding (under 42 U.S.C. 3756), and resulting surplus funds will be reallocated to states that are in compliance with the Act.

States are encouraged to submit descriptions of their existing or proposed registration systems for sex offenders in conjunction with their applications for Byrne Formula Grant funding, even prior to the expiration of the "grace period" provided by the Act for achieving compliance. Those submissions will enable the Department of Justice to review the status of state compliance with the Act and to suggest any changes necessary to achieve compliance before the funding reduction goes into effect.

To maintain eligibility for full Byrne Formula Grant funding following the 3-year grace period, states will be required to submit information that shows compliance with the Act in at least one program year or an explanation of why compliance cannot be achieved within that period and a description of good faith efforts that justify an extension of time (but not more than 2 years) for achieving compliance. States will also be required to submit information in subsequent program years concerning any changes in sex offender registration systems that may affect compliance with the Act.

The Act pertains to offenders who are convicted of offenses in the pertinent categories subsequent to establishment of the registration program. The Act does not require states to attempt to identify and impose registration requirements on offenders who were convicted of offenses in these categories prior to the establishment of a conforming registration system.

Definition of "Criminal Offense Against a Victim Who Is a Minor"

The Act prescribes a 10-year registration requirement for persons convicted of a "criminal offense against a victim who is a minor." "Minor" should be understood to mean a person below the age of 18. The definition of "criminal offense against a victim who is a minor" includes any of the following:

- Kidnapping of a minor (except by a parent) and false imprisonment of a minor (except by a parent).
- Criminal sexual conduct toward a minor. Such offenses include convictions under general provisions defining sexually assaultive crimes - such as "rape," "sexual assault," or "sexual abuse" - in cases where the victim is in fact a minor.
- Solicitation of a minor to engage in sexual conduct.
- Using a minor in a sexual performance. This includes both live performances and using minors in the production of pornography.
- Solicitation of a minor to practice prostitution.
- Any conduct that by its nature is a sexual offense against a minor.

The Act gives states some discretion whether to require registration for attempts to commit offenses described above. However, any verbal command or attempted persuasion of the victim to engage in sexual conduct would bring the offense within the scope of the solicitation clause and make it subject to the Act's mandatory registration requirements. The simplest approach for states would be to include attempted sexual assaults on minors (as well as completed offenses) uniformly as predicates for the registration requirement.

The Act states that (for purposes of the definition) conduct that is criminal only because of the age of the victim shall not be considered a criminal offense if the perpetrator is 18 years of age or younger.

Since the Act's registration requirements depend in all circumstances on conviction for certain types of offenses, states are not required to mandate registration for juveniles who are adjudicated delinquent - as opposed to adults convicted of crimes and juveniles convicted as adults - even if the conduct on which the juvenile delinquency adjudication is based would constitute an offense giving rise to a registration requirement if engaged in by an adult. However, states remain free to require registration for juvenile delinquents, and the conviction of a juvenile who is prosecuted as an adult does count as a conviction for purposes of the Act's registration requirements.

Definition of "Sexually Violent Offense"

The Act prescribes a 10-year registration requirement for offenders convicted of a "sexually violent offense," as well as for those convicted of a "criminal offense against a victim who is a minor."

The term "sexually violent offense" means any criminal offense that consists of aggravated sexual abuse or sexual abuse or an offense that has as its elements engaging in physical contact with another person with intent to commit such an offense. In light of this definition, there are two ways in which a state could satisfy the requirement of registration for persons convicted of "sexually violent offenses":

1. If a state has offenses in its criminal code that are designated "aggravated sexual abuse" and "sexual abuse," it could comply simply by requiring registration for all offenders who are convicted of these state offenses, and all offenders convicted of any state crime that has as its elements engaging in physical contact with another person with intent to commit such an offense.

2. Second, a state could comply by requiring registration for offenders convicted for criminal conduct that would violate 18 U.S.C. 2241 or 2242 - the federal "aggravated sexual abuse" and "sexual abuse" offenses - if subject to federal prosecution. Generally, 18 U.S.C. 2241-42 proscribe nonconsensual "sexual acts" with anyone, "sexual acts" with persons below the age of 12, and attempts to engage in such conduct. "Sexual act" is generally defined to mean an act involving any degree of genital or anal penetration, oral/genital or oral/anal contact, or direct genital touching of a victim below the age of 16 in certain circumstances even without penetration.

States that elect the second option do not necessarily have to refer to these federal statutes in their registration provisions, but could alternatively achieve compliance by requiring registration for the state law offenses that encompass types of conduct proscribed by 18 U.S.C. 2241-42. Moreover, a state need not define sex offenses whose scope is congruent with 18 U.S.C. 2241-42 to take the latter approach. If state law does not criminalize some types of conduct that are covered by 18 U.S.C. 2241-42, then a person who engages in the conduct will not be subject to prosecution and conviction under state law, and there will be no basis for a registration requirement.

Definition of "Sexually Violent Predator"

Offenders who meet the definition of "sexually violent predator" are subject to more stringent registration requirements than other sex offenders.

A "sexually violent predator" is a person who has been convicted of a sexually violent offense and who suffers from a mental abnormality or personality disorder that makes the person likely to engage in predatory sexually violent offenses.

A "mental abnormality" is a disorder involving a disposition to commit criminal sexual acts of such a degree that it makes the person a menace to others. There is no definition of "personality disorder" in the Act; hence, the definition of this term is a matter of state discretion. For example, a state may choose to utilize the definition of "personality disorder" that appears in the Diagnostic and Statistical Manual of Mental Disorders: DSM-IV, American Psychiatric Association, (4th ed. 1994).

"Predatory" means an act directed at a stranger or at a person with whom a relationship has been established or promoted for the primary purpose of victimization.

The determination whether an offender is a "sexually violent predator" is to be made by the sentencing court with the assistance of a board of experts. The Act does not require, or preclude, that all persons convicted of a sexually violent offense undergo a determination as to whether they satisfy the definition of "sexually violent predator." It also does not specify under what conditions such an inquiry must be undertaken. A state that wishes to comply with the Act must adopt some approach to this issue, but the specifics are a matter of state discretion.

Specifications Concerning State Registration Systems Under the Act

Paragraph (1) of subsection (b) sets out duties for prison officials and courts in relation to offenders required to register who are released from prison or who are placed on any form of postconviction supervised release ("parole, supervised release, or probation"). These duties include:

- Informing the person of the duty to register and obtaining the information required for registration.
- Informing the person that he/she must give written notice of a new address within 10 days to a designated state law enforcement agency if he/she changes residence.
- Informing the person that, if he/she changes residence to another state, he/she must inform the registration agency in the state he/she is leaving and must also register the new address with a designated state law enforcement agency in the new state within 10 days (if the new state has a registration requirement).
- Obtaining fingerprints and a photograph, if they have not already been obtained.
- Requiring the person to read and sign a form stating that these requirements have been explained.

The Act requires that additional information be obtained in relation to a person who is required to register as a "sexually violent predator." This information consists of the name of the person, identifying factors, anticipated future residence, offense history, and documentation of any treatment received for the mental abnormality or personality disorder of the person.

States that wish to comply with the Act will need to adopt statutes or administrative provisions to establish these duties and ensure that they are carried out. These informational requirements, like other requirements in the Act, only define minimum standards, and states may require more extensive information from offenders.

The responsible officer or court shall forward the registration information to a designated state law enforcement agency. The state law enforcement agency must immediately enter the information into the appropriate state law enforcement record system and notify a law enforcement agency having jurisdiction where the person expects to reside. States that wish to achieve compliance with the Act may need to modify state record systems if they are not currently set up to receive all the types of information the Act requires from registrants.

The state law enforcement agency is also required to immediately transmit the conviction data and fingerprints to the FBI. No changes will be required in the national records system, because the Act only requires transmission of conviction data and fingerprints, which the FBI already receives. The Act should not be understood as requiring duplicative transmission of conviction data and fingerprints at the time of initial registration if the state already has sent this information to the FBI (e.g., at the time of conviction).

Annual verification of address with the designated state law enforcement agency is required for offenders generally, through the return within 10 days of an address verification form sent by the agency to the registrant. However, the verification interval is 90 days (rather than a year) for "sexually violent predators." As noted earlier, these are baseline requirements that do not bar states from requiring verification of address at shorter intervals than those specified in the Act.

The designated state law enforcement agency is required to notify other interested law enforcement agencies of a change of address by the registrant. Specifically, when a registrant changes residence to a new address, the designated law enforcement agency must:

- Notify a law enforcement agency having jurisdiction where the registrant will reside, and
- If the registrant moves to a new state, notify the law enforcement agency with which the offender must register in the new state (if the new state has a registration requirement).

The registration requirement remains in effect for 10 years. As noted earlier, states may choose to establish longer registration periods. The registration requirement for "sexually violent predators" under the Act terminates upon a determination that the offender no longer suffers from a mental abnormality or personality disorder that would make him/her likely to engage in a predatory sexually violent offense. This provision does not require review of the offender's status at any particular interval. For example, a state could set a minimum period of 10 years before entertaining a request to review the status of a "sexually violent predator."

Criminal Penalties for Registration Violations

The Act provides that a person required to register under a state program established pursuant to the Act who knowingly fails to register and keep such registration current shall be subject to criminal penalties.

Release of Registration Information

Restrictions on the release of information under this Act do not constrain the state's release of information independent of the operation of the registration system. For example, a state will normally have criminal history information about an offender and will often have current address information as part of general probation or parole supervision requirements, independent of any special requirements imposed as part of the sex offender registration system. The Act does not limit the release of such information. However, the information collected under a state registration program shall be treated as private data, except under specified conditions:

- Disclosure to law enforcement agencies for law enforcement purposes. This exemption permits use of the information for all law enforcement purposes, including all police, prosecutorial, release supervision, correctional, and judicial uses.
- Disclosure to government agencies conducting confidential background checks. "Confidential" should be understood to mean a background check where information is disclosed to an interested party or parties - such as a background check conducted by a government agency that provides information concerning prospective employees to public or private employers - as opposed to release of the information to the general public.
- Disclosure to protect the public. The Act does not impose limitations on the standards and procedures that states may adopt for determining when public safety necessitates community notification. Releases of information for public protection purposes short of general community notification - such as giving notice about an offender's location to the victims of his offenses, or to agencies or organizations in specified categories - are also permitted.

A proviso in the Act states that the identity of the victim of an offense that requires registration under the Act shall not be released. This is to protect the privacy of victims, and its restrictions may accordingly be waived at the victim's option. The proviso applies only to paragraph (3) and does not limit the disclosure of victim identity pursuant to law enforcement uses and confidential background checks.

APPENDIX B
INITIATIVE PRICING SHEETS

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
INITIATIVE SUMMARIES

DISCUSSION DRAFT
9-23-97

Initiative Number	Initiative	Responsible Agency	Total Cost
#1	Governance	MCJIS	$ 199,000
#2	Funding/Management	MCJIS	83,500
#3	Update	MCJIS	111,050
#4	Identification	MCJIS	448,000
#5	Process Improvement	MCJIS	307,600
#6	Infrastructure	MCJIS	570,900
#7	Central Applications	MCJIS	3,185,000
#8	Local Applications	MCJIS	2,218,600
#9	Federal Programs	MCJIS	458,600
#10	System Integration	MCJIS	902,000
#11	Data Sharing	MCJIS	542,700
	TOTAL		$ 9,026,950

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
INITIATIVE PRICING SHEETS

DISCUSSION DRAFT
9-23-97

Project	Agency Sponsor	Resource Type	Salary and Benefits Hours	Salary and Benefits Dollars	Goods and Services	Equipment/ Software	Travel	Contracted Services	Total
INITIATIVE # 1 - GOVERNANCE									
1.1 Governance Structure	MCJIS	PM	100	$ 3,000	$ 500			$ 40,000	
		SA	200	5,000					$ 48,500
1.2 Project Management	MCJIS								
		PM	800	24,000 (1b)	15,000 (1a)	$ 35,000		45,000	119,000
1.3 Management Education	MCJIS	PM	100	2,500	1,500		$ 5,000	15,000	
		SA	200	5,000					29,000
1.4 Restructure CJIN	DOJ-CSD	SA	**600**	**12,500**	500		2,000		2,500
TOTAL				$ 39,500	$ 17,500	$ 35,000	$ 7,000	$ 100,000	$ 199,000

(1a) Three PCs at $5,000 each, one printer at $4,000, and Project Management and Office Automation Support Software.

(1b) Annual cost of project copies, supplies, and other materials.

PM - Project management.

SA - Systems analyst.

NOTE: Bold print indicates items not included in totals.

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
INITIATIVE PRICING SHEETS

DISCUSSION DRAFT
9-23-97

Project	Agency Sponsor	Resource Type	Salary and Benefits Hours	Salary and Benefits Dollars	Goods and Services	Equipment/ Software	Travel	Contracted Services	Total
INITIATIVE #2 - FUNDING/MANAGEMENT									
2.1 Improvement Plan	MCJIS	PM	300	$ 9,000	$ 2,000		$ 3,000	$ 25,000	$ 51,500
		SA	500	12,500					
2.2 Marketing Plan	MCJIS	PM	200	6,000	1,500		1,000	5,000	23,500
		SA	400	10,000					
2.3 Funding Plan	MCJIS	PM	100	3,000	500				8,500
		SA	200	5,000					
TOTAL				$ 45,500	$ 4,000		$ 4,000	$ 30,000	$ 83,500

MTG MANAGEMENT CONSULTANTS

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
INITIATIVE PRICING SHEETS

Project	Agency Sponsor	Resource Type	Salary and Benefits Hours	Salary and Benefits Dollars	Goods and Services	Equipment/ Software	Travel	Contracted Services	Total
INITIATIVE #3 - UPDATE									
3.1 Purchasing Rules	DOA	PM	40	$ 1,200					$ 1,200
		SA	**160**	**4,000**					
3.2 Legislative Code	DOJ	PM	80	2,400	$ 500				2,900
		SA	**500**	**12,500**					
3.3 Information Policy	MCJIS	PM	100	3,000	1,000		$ 2,000		
		SA	500	12,500					18,500
3.4 Records Collection and Dissemination	MCJIS	PM	100	3,000	1,000		2,000		
		SA	300	7,500					13,500
3.5 Records Management	MCJIS	PM	40	1,200	500		1,000		
		SA	150	3,750					6,450
3.6 Internet Data Sharing	MCJIS	PM	80	2,400	1,200		2,000		
		SA	500	12,500					18,100
3.7 Business Procedures	MCJIS	PM	40	1,200	1,000		1,000		
		SA	500	12,500					15,700
3.8 Cost Redistribution	MCJIS	PM	40	1,200	1,000			$ 25,000	
		SA	300	7,500					34,700
TOTAL				$ 71,850	$ 6,200		$ 8,000	$ 25,000	$ 111,050

NOTE: Bold amounts equal time expended by an agency that is not included in the totals.

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
INITIATIVE PRICING SHEETS

DISCUSSION DRAFT
9-23-97

Project	Agency Sponsor	Resource Type	Salary and Benefits Hours	Salary and Benefits Dollars	Goods and Services	Equipment/ Software	Travel	Contracted Services	Total
INITIATIVE # 4 - IDENTIFICATION									
4.1 Live-Scan Expansion	**DOJ-ID**				**(3a)**	**$ 190,000**			**$ 190,000**
4.2 Misdemeanor Fingerprints	DOJ-ID	SA	4,000	$ 100,000 (3b)	$ 1,000 (3b)	35,000	$ 1,000		137,000
4.3 Full-Time Identification Services	DOJ-ID	SA	4,000	100,000 (3c)	1,000 (3c)	10,000	1,000		112,000
4.4 Enhanced AFIS	**DOJ-ID**				**(3d)**	**200,000**			**200,000**
4.5 Mug Shot Repository	**DOC**				**(3d)**	**55,000**			**55,000**
4.6 Data Quality	DOJ-ID	SA	4,000	100,000	3,000 (3e)	10,000	6,000		119,000
4.7 Driver's License Photograph Repository	MCJIS	PM	200	6,000	1,000 (3f)	45,000	3,000	10,000	
		SA	600	15,000					80,000
TOTAL				$ 321,000	$ 6,000	$ 100,000	$ 11,000	$ 10,000	$ 448,000

(3a) Amount based on estimated cost from Identification Bureau of DOJ.

(3b) Processing of misdemeanor fingerprints will require two additional FTEs and two PCs at $5,000 each and additional recurring computing costs.

(3c) Full-Time Identification Services will require two additional FTEs. $10,000 in equipment is for PCs.

(3d) Amount provided by Department of Corrections.

(3e) Recurring cost for existing personnel not currently funded.

(3f) Equipment necessary to gain access to photo data, and additional access software.

NOTE: Bold print denotes amount of projects already funded.

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
INITIATIVE PRICING SHEETS

DISCUSSION DRAFT
9-23-97

Project	Agency Sponsor	Resource Type	Salary and Benefits Hours	Salary and Benefits Dollars	Goods and Services	Equipment/ Software	Travel	Contracted Services	Total
INITIATIVE #5 - PROCESS IMPROVEMENT									
5.1 Evaluation Program	MCJIS	PM	80	$ 2,400	$ 500			$ 35,000	$ 45,400
		SA	300	7,500					
5.2 Training	MCJIS								
		SA	6,000	150,000	5,000 (5a)	$ 35,000	$ 15,000	45,000	250,000
5.3 Criminal Justice Forum	MCJIS	PM	40	1,200	2,000		1,500		
		SA	300	7,500					12,200
TOTAL				$ 168,600	$ 7,500	$ 35,000	$ 16,500	$ 80,000	$ 307,600

(5a) Three PCs at $5,000 each, training equipment and aids for $20,000.

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
INITIATIVE PRICING SHEETS

Project	Agency Sponsor	Resource Type	Salary and Benefits Hours	Salary and Benefits Dollars	Goods and Services	Equipment/ Software	Travel	Contracted Services	Total
INITIATIVE # 6 - INFRASTRUCTURE									
6.1 Statewide Inventory	MCJIS	PM	80	$ 2,400	$ 500		$ 300		
		SA	200	5,000					$ 8,200
6.2 Infrastructure Standards	MCJIS	PM	120	3,600	1,500		1,500		
		SA	800	20,000					26,600
6.3 Voice, Radio/Data Network Plan	MCJIS	PM	80	2,400	500		1,000	$ 35,000	
		SA	300	7,500					46,400
6.4 Statewide Messaging Directory Services	MCJIS	PM	120	3,600	3,000 (6b)	$ 45,000	3,000	55,000	
		SA	400	10,000					119,600
6.5 SummitNet MCJIS Involvement	MCJIS	PM	120	3,600	1,000 (6a)	300,000	500	50,000	
		SA	600	15,000					370,100
TOTAL				$ 73,100	$ 6,500	$ 345,000	$ 6,300	$ 140,000	$ 570,900

(6a) Estimated cost of routers and hubs necessary to support increased criminal justice access.
(6b) Acquisition of a dedicated server and support software.

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
INITIATIVE PRICING SHEETS

DISCUSSION DRAFT
9-23-97

Project	Agency Sponsor	Resource Type	Salary and Benefits Hours	Salary and Benefits Dollars	Goods and Services	Equipment/ Software	Travel	Contracted Services	Total
INITIATIVE #7 - CENTRAL APPLICATIONS									
7.1 MCJIS Design	MCJIS	PM	200	$ 6,000	$ 5,000		$ 7,000	$ 125,000	
		SA	600	15,000					$ 158,000
7.2 Locator Index	MCJIS	PM	120	3,600	500 (7a)	$ 35,000	3,000	145,000	
		SA	600	15,000					202,100
7.3 Master Identification Index	MCJIS	PM	200	6,000	1,500 (7a)	35,000	3,000	125,000	
		SA	600	15,000					185,500
7.4 Criminal History System Acquisition	MCJIS	PM	400	12,000	3,000 (7b)	1,500,000	2,000	100,000	
		SA	800	20,000					1,637,000
7.5 Juvenile Repository	MCJIS	PM	200	6,000	1,500 (7a)	35,000	1,000	25,000	
		SA	600	15,000					83,500
7.6 Illegal Aliens Database	MCJIS	PM	80	2,400	1,000 (7a)	25,000		50,000	
		SA	400	10,000					88,400
7.7 Intelligence System Development	MCJIS	PM	80	2,400	1,500 (7a)	25,000		25,000	
		SA	300	7,500					61,400
7.8 MVD Access	MCJIS	PM	40	1,200	500 (7c)	5,000			
		SA	200	5,000					11,700
7.9 Criminal History Access	MCJIS	PM	40	1,200	500 (7c)	15,000			
		SA	200	5,000					21,700

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
INITIATIVE PRICING SHEETS

Project	Agency Sponsor	Resource Type	Salary and Benefits Hours	Salary and Benefits Dollars	Goods and Services	Equipment/ Software	Travel	Contracted Services	Total
7.10 Hot File Access	MCJIS	PM	120	$ 3,600	$ 500 (7c)	$ 15,000		$ 75,000	
		SA	600	15,000					$ 109,100
7.11 Traffic Accident System	MDOT	PM	40	1,200	500 (7d)	75,000			
		SA	120	3,000					79,700
7.12 Year 2000	DOJ-CSD	PM	120	3,600	1,500			150,000	
		SA	1,000	25,000					180,100
7.13 Courts Case Management System GUI	**Courts**	**PM**	**120**	**3,600**	**2,500**	**75,000**	**$ 5,000**	**100,000**	
		SA	**2,000**	**50,000**					**236,100**
7.14 Regional Prison Support System	**DOC**	**PM**	**90**	**2,700**	**2,500**	**200,000**	**15,000**	**100,000**	
		SA	**1,200**	**30,000**					**350,200**
7.15 Imaging Pilot	MCJIS	PM	120	3,600	5,000 (7e)	125,000	5,000	75,000	
		SA	1,400	35,000					248,600
7.16 MDT Pilot	DOJ-CSD	PM	40	1,200	2,000 (7f)	70,000	5,000	35,000	
		SA	200	5,000					118,200
7.17 ACIS Redesign	**DOC**	**PM**	**260**	**7,800**	**17,000 (7g)**	**350,000**	**25,000**	**400,000**	
		SA	**6,000**	**150,000**					**949,800**
TOTAL				$ 244,500	$ 24,500	$ 1,960,000	$ 26,000	$ 930,000	$ 3,185,000

(7a) Addition of a server and support software.

(7b) Dedicated server at $500,000 and new criminal history software for $2 million.

(7c) Increased DASD or other computing resource upgrades.

(7d) Dedicated server at $35,000 and packaged software at $40,000.

(7e) Dedicated hardware and software support for imaging.

(7f) Estimated cost of 20 MDTs and associated implementation support.

(7g) Includes AS400 upgrade and PC upgrades.

NOTE: Bold print indicates items not included in totals.

Project	Agency Sponsor	Resource Type	Salary and Benefits Hours	Salary and Benefits Dollars	Goods and Services	Equipment/ Software	Travel	Contracted Services	Total
INITIATIVE #8 - LOCAL APPLICATIONS									
8.1 Repository Access	MCJIS	PM	120	$ 3,600	$ 1,500 8a	$ 75,000	$ 5,000	$ 45,000	
		SA	400	10,000					$ 140,100
8.2 NIBRS Compatibility	BCC	PM	80	2,400	2,500 8b	75,000	3,000	90,000	
		SA	300	7,500					180,400
8.3 Current Functionality Extension	MCJIS	PM	120	3,600	5,000 8c	45,000	12,000	120,000	
		SA	400	10,000					195,600
8.4 Law Enforcement Application	MCJIS	PM	160	4,800	5,000 8d	200,000	15,000	120,000	
		SA	400	10,000					354,800
8.5 Mug Shot System	MCJIS	PM	80	2,400	3,000 8e	125,000	8,000	35,000	
		SA	300	7,500					180,900
8.6 Jail Management System	MCJIS	PM	80	2,400	7,000 8d	500,000	15,000	100,000	
		SA	400	10,000					634,400
8.7 Booking/Identification System	MCJIS	PM	80	2,400	5,000 8d	400,000	15,000	100,000	
		SA	400	10,000					532,400
TOTAL				$ 86,600	$ 29,000	$ 1,420,000	$ 73,000	$ 610,000	$ 2,218,600

(8a) Estimated cost of query and report generation tools.

(8b) Acquisition of vendor-supplied software package and design/implementation support.

(8c) Assistance to identify and upgrade current functionality to support local jurisdictions.

(8d) Support for acquisition of standardized packages for local jurisdictions.

(8e) Hardware, software, and consulting support for implementation of mug shots.

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
INITIATIVE PRICING SHEETS

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Project	Agency Sponsor	Resource Type	Salary and Benefits Hours	Salary and Benefits Dollars	Goods and Services	Equipment/ Software	Travel	Contracted Services	Total
INITIATIVE #9 - FEDERAL PROGRAMS									
9.1 III	MCJIS	PM	80	$ 2,400	$ 1,200 9a	$ 35,000	$ 3,000	$ 60,000	
		SA	600	15,000					$ 116,600
9.2 Gun Instant Check	MCJIS	PM	120	3,600	1,500			25,000	
		SA	800	20,000					$ 50,100
9.3 Sex Offender Registration	MCJIS	PM	80	2,400	1,200 9a	35,000	3,000	40,000	
		SA	260	6,500					88,100
9.4 NIBRS	BCC	PM	80	2,400	1,200 9a	25,000	3,000	25,000	
		SA	160	4,000					60,600
9.5 Protection Order File	MCJIS	PM	80	2,400	1,200 9a	25,000	1,000	25,000	
		SA	260	6,500					61,100
9.6 Victim Notification Network	**DOC**	**PM**	**24**	**720**	**3,000**				
		SA	**400**	**10,000**					**13,720**
9.7 NCIC 2000	MCJIS	PM	600	18,000					18,000
9.8 IAFIS	MCJIS	PM	600	18,000					18,000
9.9 NFF	MCJIS	PM	600	18,000					18,000
9.10 CODIS	MCJIS	PM	120	3,600	1,500		$ 3,000		
		SA	800	20,000					28,100
TOTAL				$ 142,800	$ 7,800	$ 120,000	$ 13,000	$ 175,000	$ 458,600

(9a) Assume dedicated server and support software.

NOTE: Bold print indicated items not included in totals.

MTG MANAGEMENT CONSULTANTS

Project	Agency Sponsor	Resource Type	Salary and Benefits Hours	Salary and Benefits Dollars	Goods and Services	Equipment/ Software	Travel	Contracted Services	Total
INITIATIVE 10 - SYSTEM INTEGRATION									
10.1 AFIS/Criminal History	MCJIS	PM	80	$ 2,400	$ 1,200 (10a)	$ 100,000		$ 35,000	
		SA	500	12,500					$ 151,100
10.2 Switcher Replacement	DOJ-CSD	PM	120	3,600	1,500 (10a)	400,000	$ 5,000	75,000	
		SA	600	15,000					500,100
10.3 MII Interfaces	MCJIS	PM	80	2,400	2,000 (10b)	25,000	5,000		
		SA	400	10,000					44,400
10.4 Courts/Corrections Interface	MCJIS	PM	120	3,600	2,000 (10b)	35,000			
		SA	600	15,000					55,600
10.5 Jail/Correction Interface	DOC	PM	120	3,600	2,000 (10b)	35,000	3,000		
		SA	600	15,000					58,600
10.6 Jail Criminal History Interface	MCJIS	PM	120	3,600	2,000 (10b)	25,000	3,000		
		SA	600	15,000					48,600
10.7 Public Safety System Linkages	MCJIS	PM	120	3,600	2,000 (10b)	25,000	3,000		
		SA	400	10,000					43,600
TOTAL				$ 115,300	$ 12,700	$ 645,000	$ 19,000	$ 110,000	$ 902,000

(10a) Dedicated server and package software.

(10b) Increment for resource consumption.

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
INITIATIVE PRICING SHEETS

Project	Agency Sponsor	Resource Type	Salary and Benefits Hours	Salary and Benefits Dollars	Goods and Services	Equipment/ Software	Travel	Contracted Services	Total
INITIATIVE 11 - DATA SHARING									
11.1 Data Standards and Data Sharing Relationships	MCJIS	PM	120	$ 3,600	$ 1,500		$ 5,000	$ 30,000	
		SA	400	10,000					$ 50,100
11.2 Information Exchange Standards	MCJIS	PM	120	3,600	1,500		5,000	30,000	
		SA	400	10,000					50,100
11.3 Data Security	MCJIS	PM	120	3,600	1,500 (11a)	$ 125,000	5,000	45,000	
		SA	400	10,000					190,100
11.4 Minimum Demographics Standards	MCJIS	PM	120	3,600	1,500		5,000	30,000	
		SA	400	10,000					50,100
11.5 Statewide Master Files	MCJIS	PM	120	3,600	1,500 (11b)	45,000	5,000	30,000	
		SA	600	15,000					100,100
11.6 Common Transactions and Interfaces	MCJIS	PM	120	3,600	1,500		5,000	20,000	
		SA	400	10,000					40,100
11.7 MCJIS Web Server	MCJIS	PM	120	3,600	1,500 (11c)	12,000	5,000	30,000	
		SA	400	10,000					62,100
TOTAL				$ 100,200	$ 10,500	$ 182,000	$ 35,000	$ 215,000	$ 542,700

(11a) Acquisition of hardware and software for data security.

(11b) Dedicated server.

(11c) Software and hardware for Web server.

APPENDIX C
PROJECT SCHEDULE

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
PROJECT SCHEDULE

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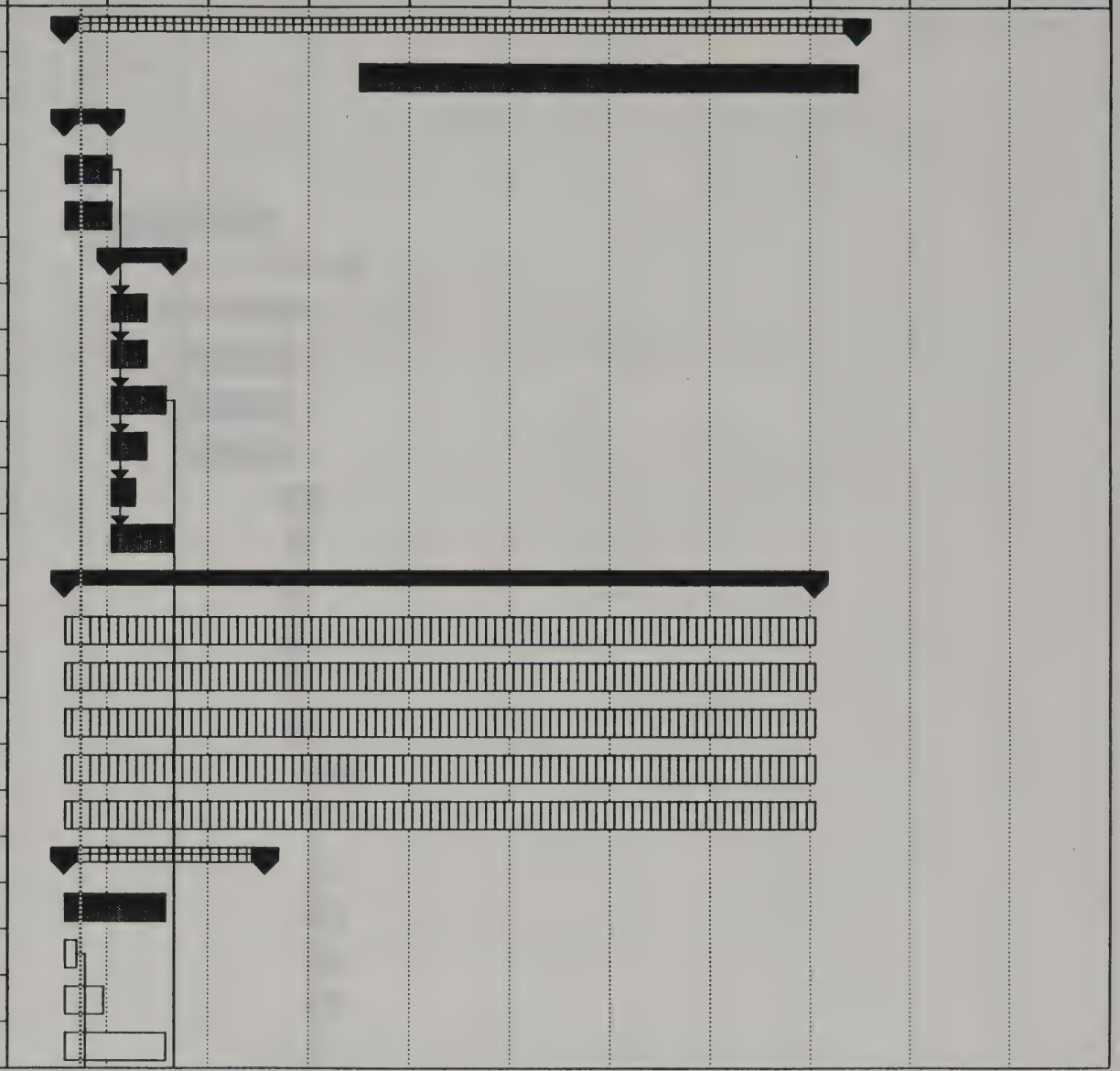
ID	Ref. #	Task Name
1		**PHASE I - MCJIS PROJECT INITIATION**
2		*MAJOR FUNDING AVAILABLE*
3		***Phase IA - Project Initiation***
4	1.1	Governance Structure
5	1.2	Project Management (setup)
6		***Phase IB - Detail Planning***
7	2.1	Improvement Plan
8	2.2	Marketing Plan
9	2.3	Funding Plan
10	5.1	Evaluation Program
11	6.1	Statewide Inventory
12	11.7	MCJIS Web Server (setup)
13		***Phase IC - Project Monitoring***
14	1.2	Project Management (ongoing)
15	9.7	NCIC 2000
16	9.8	IAFIS
17	9.9	NFF
18	11.7	MCJIS Web Server (recurring)
19		**PHASE II - CURRENT PROJECTS**
20	7.12	Year 2000 Conversion
21	9.6	**Victim Notification Network**
22	4.1	**Live-Scan Expansion**
23	4.4	**Enhanced AFIS**



MTG MANAGEMENT CONSULTANTS

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
PROJECT SCHEDULE

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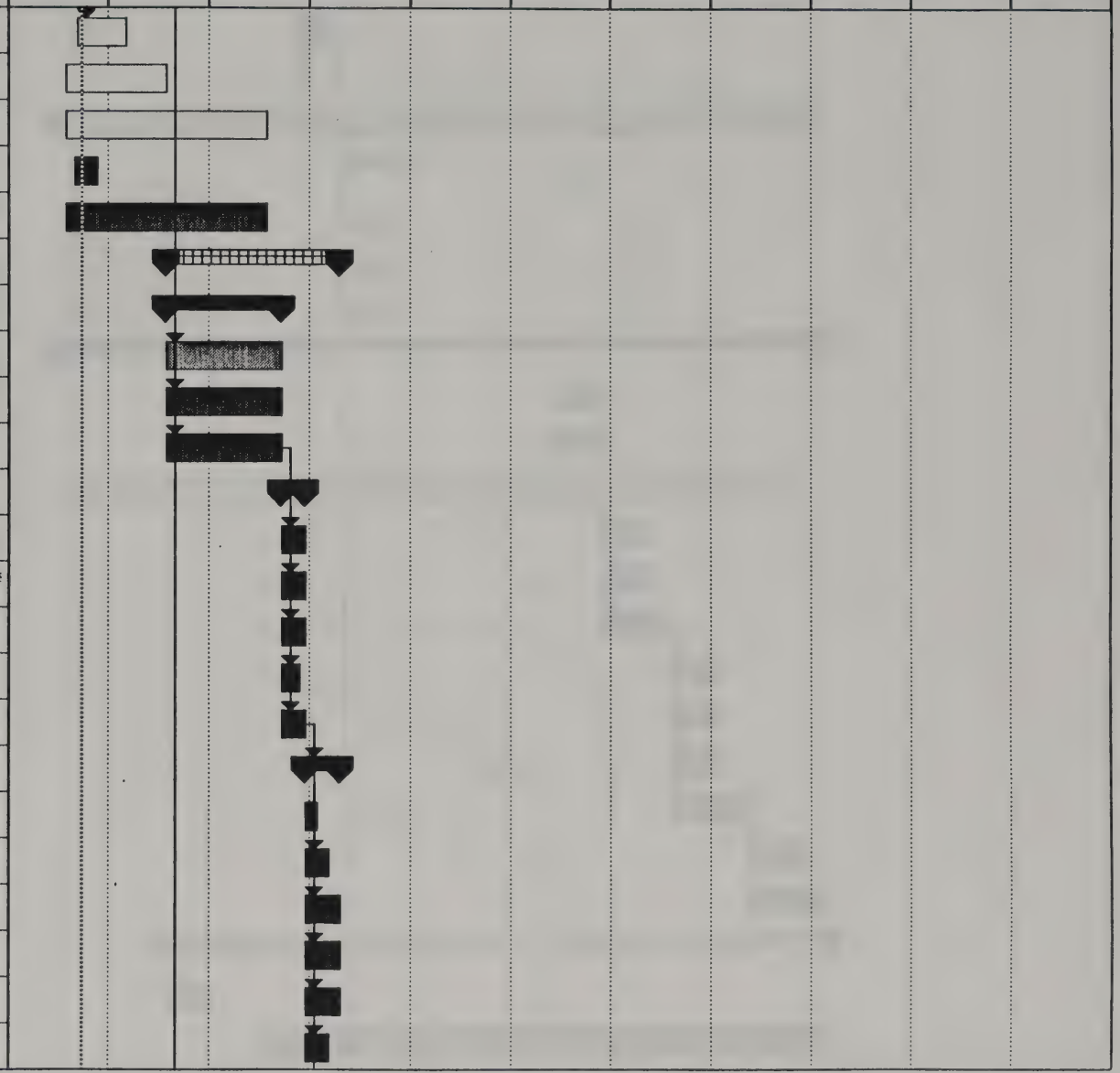
ID	Ref. #	Task Name
24	4.5	**Mug Shot Repository**
25	7.14	**Regional Prison Support System**
26	7.17	**ACIS Redesign**
27	1.4	Restructure CJIN
28	7.13	Courts GUI
29		**PHASE III - MCJIS DESIGN**
30		***Phase IIIA - Overall Design***
31	7.1	MCJIS Design
32	6.3	Voice, Radio/Data Network Plan
33	11.3	Data Security
34		***Phase IIIB - Standards***
35	6.2	Infrastructure Standards
36	11.1	Data Standards and Data-Sharing Relationships
37	11.2	Information Exchange Standards
38	11.4	Minimum Demographic Standards
39	11.6	Common Transactions and Interfaces
40		***Phase IIIC - Policies and Procedures***
41	3.1	Purchasing Rules
42	3.2	Legislative Code
43	3.3	Information Policy
44	3.4	Records Collection and Dissemination
45	3.5	Records Management
46	3.6	Internet Data Sharing



MTG MANAGEMENT CONSULTANTS

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
PROJECT SCHEDULE

DISCUSSION DRAFT
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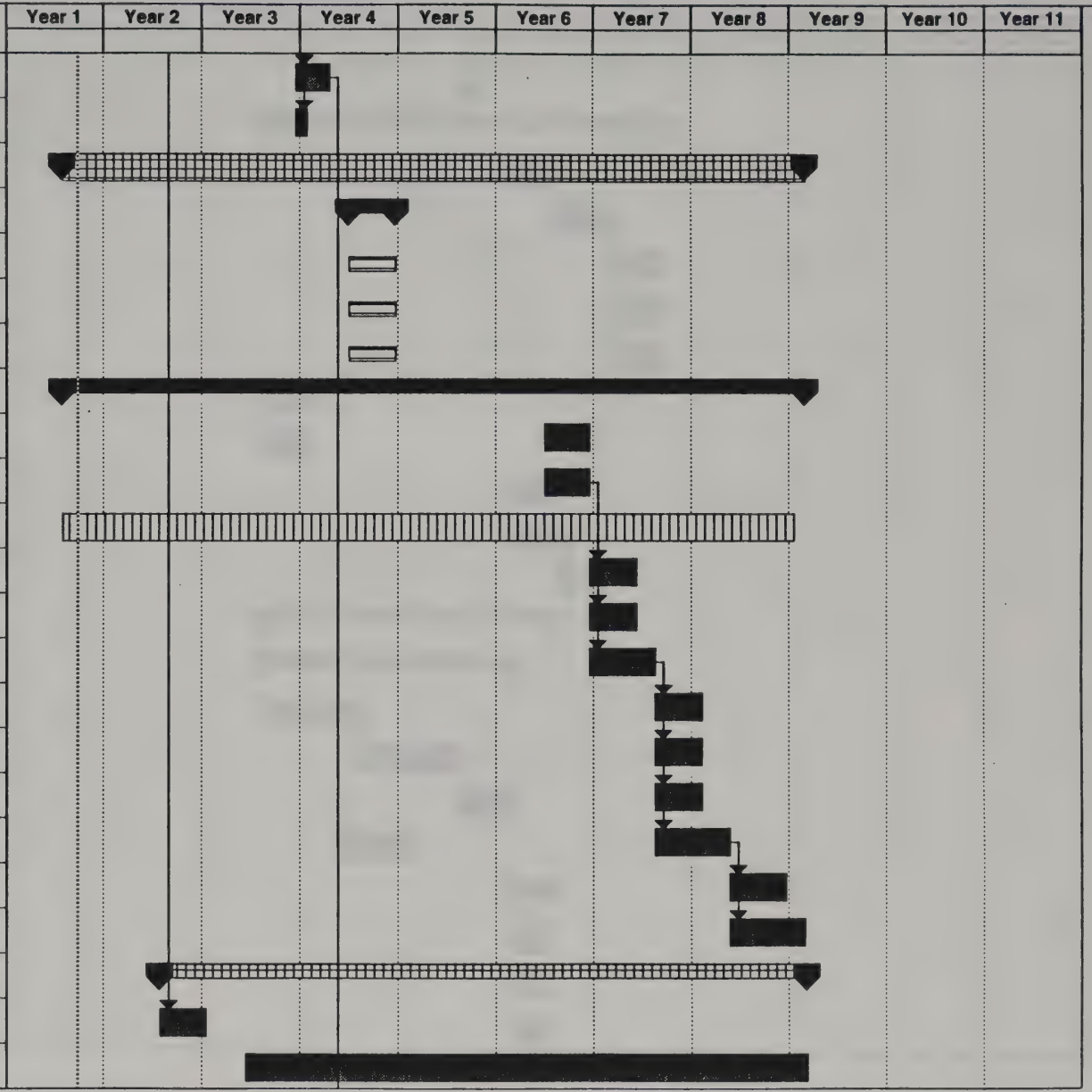
ID	Ref. #	Task Name
47	3.7	Business Procedures
48	3.8	Cost Redistribution
49		**PHASE IV - OPERATING IMPROVEMENTS**
50		***Phase IVA - ID Resources***
51	4.2	Misdemeanor Fingerprints
52	4.3	Full-Time Identification Services
53	4.6	Data Quality
54		***Phase IVB - Stand-Alone Projects***
55	4.7	Driver's License Photo Repository Access
56	6.4	Statewide Messaging Directory Services
57	6.5	SummitNet MCJIS Involvement
58	7.7	Intelligence System Development
59	7.8	MVD Access
60	7.9	Criminal History Access
61	9.1	III
62	9.3	Sex Offender Registration
63	10.7	Public Safety System Linkages
64	7.11	Traffic Accident System
65	7.15	Imaging Pilot
66	7.16	MDT
67		**PHASE V - TRAINING AND EDUCATION**
68	1.3	Management Education
69	5.2	Training



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STATE OF MONTANA
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PROJECT SCHEDULE

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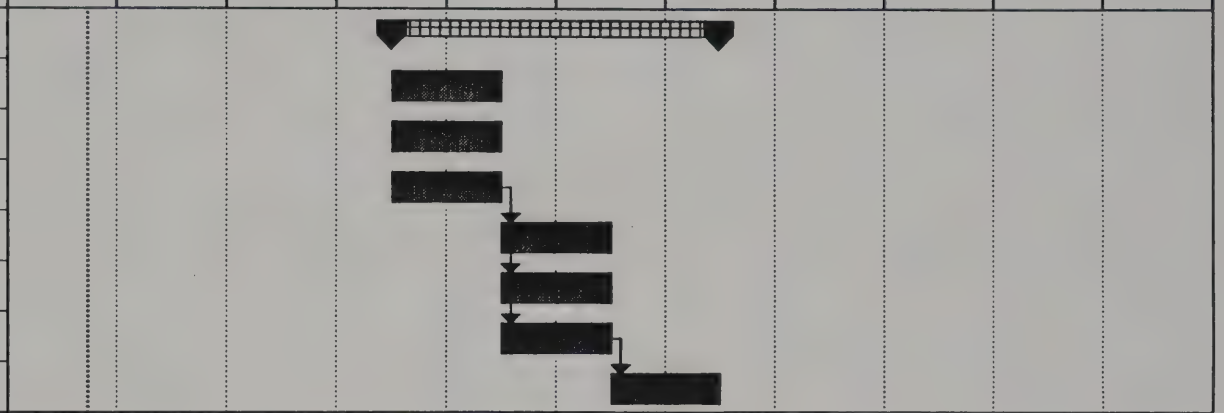
ID	Ref. #	Task Name
70	5.3	Criminal Justice Forum
71		**PHASE VI - HOT FILES**
72	7.2	In-Custody
73	7.3	Master Index
74	10.3	MII Interfaces
75	9.5	FIFS
76	7.6	Illegal Aliens Database
77	9.2	Gun Instant Check
78	9.4	NIBRS
79	11.5	Statewide Master Files
80	7.10	Hot File Access
81	9.10	CODIS
82		**PHASE VII - CRIMINAL HISTORY**
83		***Phase VIIA - Criminal History Support***
84	7.4	Criminal History System
85	7.5	Juvenile Repository
86	10.1	AFIS/Criminal History
87	10.2	Switcher Replacement
88		***Phase VIIB - Criminal History Interfaces***
89	10.4	Courts/Corrections Interface
90	10.5	Jail/Corrections Interface
91	10.6	Jail/Criminal History Interface

MTG MANAGEMENT CONSULTANTS

ID	Ref. #	Task Name
92		PHASE VIII - LOCAL APPLICATIONS
93	8.1	Repository Access
94	8.2	NIBRS Compatibility
95	8.3	Current Functionality
96	8.4	Law Enforcement Applications
97	8.5	Mug Shot System
98	8.6	Jail Management System
99	8.7	Booking/Identification System



MTG MANAGEMENT CONSULTANTS

APPENDIX D
PHASES/PROJECTS BY FISCAL YEAR

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
PHASES / PROJECTS BY FISCAL YEAR

Summary

Phase/Project	Fiscal Year 1	Fiscal Year 2	Fiscal Year 3	Fiscal Year 4	Fiscal Year 5	Fiscal Year 6	Fiscal Year 7	Fiscal Year 8
PHASE I - MCJIS PROJECT INITIATION								
Phase IA - Project Initiation	$ 167,500							
Phase IB - Detail Planning		$ 199,200						
Phase IC - Project Monitoring	6,750	6,750	$ 6,750	$ 6,750	$ 6,750	$ 6,750	$ 6,750	$ 6,750
PHASE I SUBTOTAL	$ 174,250	$ 205,950	$ 6,750	$ 6,750	$ 6,750	$ 6,750	$ 6,750	$ 6,750
PHASE II - CURRENT PROJECTS	$ 92,550	$ 90,050						
PHASE III - MCJIS DESIGN								
Phase IIIA - Overall Design	$ 78,900	$ 315,600						
Phase IIIB - Standards			$ 217,000					
Phase IIIC - Policies and Procedures	-	-	4,100	$ 106,950				
PHASE III SUBTOTAL	$ 78,900	$ 315,600	$ 221,100	$ 106,950				
PHASE IV - OPERATING IMPROVEMENTS								
Phase IVA - ID Resources				$ 368,000				
Phase IVB - Stand-Alone Projects	$ 46,263	$ 46,263	$ 46,263	46,263	$ 46,263	$ 340,663	$ 374,263	$ 413,063
PHASE IV SUBTOTAL	$ 46,263	$ 46,263	$ 46,263	$ 414,263	$ 46,263	$ 340,663	$ 374,263	$ 413,063
PHASE V - TRAINING AND EDUCATION	$ 5,800	$ 5,800	$ 68,000	$ 55,800	$ 55,800	$ 50,000	$ 50,000	
PHASE VI - HOT FILES			$ 110,700			$ 624,900	$ 193,900	
PHASE VII - CRIMINAL HISTORY								
Phase VIIA - Criminal History Support			$ 818,500	$ 1,360,350	$ 192,850			
Phase VIIB - Criminal History Interfaces			-	-	-	$ 162,800		
PHASE VII SUBTOTAL			$ 818,500	$ 1,360,350	$ 192,850	$ 162,800		
PHASE VIII - LOCAL APPLICATIONS				$ 258,050	$ 843,100	$ 851,250	$ 266,200	
MCJIS TOTALS	$ 397,763	$ 663,663	$ 1,271,313	$ 2,202,163	$ 1,144,763	$ 2,036,363	$ 891,113	$ 419,813
$9,026,950								

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
PHASES / PROJECTS BY FISCAL YEAR

Detail

Phase/Project		Total	Agency	Fiscal Year 1	Fiscal Year 2	Fiscal Year 3	Fiscal Year 4	Fiscal Year 5	Fiscal Year 6	Fiscal Year 7	Fiscal Year 8
PHASE I - MCJIS PROJECT INITIATION											
Phase IA - Project Initiation											
1.1	Governance Structure	$ 48,500	MCJIS	$ 48,500							
1.2	Project Management (setup)	$ 119,000	MCJIS	$ 119,000							
	Phase IA Subtotal			**$ 167,500**							
Phase IB - Detail Planning											
2.1	Improvement Plan	$ 51,500	MCJIS		$ 51,500						
2.2	Marketing Plan	$ 23,500	MCJIS		$ 23,500						
2.3	Funding Plan	$ 8,500	MCJIS		$ 8,500						
5.1	Evaluation Program	$ 45,400	MCJIS		$ 45,400						
6.1	Statewide Inventory	$ 8,200	MCJIS		$ 8,200						
11.7	MCJIS Web Server (setup)	$ 62,100	MCJIS		$ 62,100						
	Phase IB Subtotal				**$ 199,200**						
Phase IC - Project Monitoring											
1.2	Project Management (ongoing)	-	-	-	-	-	-	-	-	-	-
9.7	NCIC 2000	$ 18,000	MCJIS	$ 2,250	$ 2,250	$ 2,250	$ 2,250	$ 2,250	$ 2,250	$ 2,250	$ 2,250
9.8	IAFIS	$ 18,000	MCJIS	$ 2,250	$ 2,250	$ 2,250	$ 2,250	$ 2,250	$ 2,250	$ 2,250	$ 2,250
9.9	NFF	$ 18,000	MCJIS	$ 2,250	$ 2,250	$ 2,250	$ 2,250	$ 2,250	$ 2,250	$ 2,250	$ 2,250
11.7	MCJIS Web Server (recurring)	-	-	-	-	-	-	-	-	-	-
	Phase IC - Subtotal			**$ 6,750**	**$ 6,750**	**$ 6,750**	**$ 6,750**	**$ 6,750**	**$ 6,750**	**$ 6,750**	**$ 6,750**

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
PHASES / PROJECTS BY FISCAL YEAR

Detail

Phase/Project		Total	Agency	Fiscal Year 1	Fiscal Year 2	Fiscal Year 3	Fiscal Year 4	Fiscal Year 5	Fiscal Year 6	Fiscal Year 7	Fiscal Year 8
PHASE II - CURRENT PROJECTS											
7.12	Year 2000 Conversion	$ 180,100	DOJ-CSD	$ 90,050	$ 90,050						
9.6	Victim Notification Network	*$ 13,720*	*DOC*	*$ 13,720*							
4.1	Live-Scan Expansion	*$ 190,000*	*DOJ-ID*	*$ 95,000*	*$ 95,000*						
4.4	Enhanced AFIS	*$ 200,000*	*DOJ-ID*	*$ 150,000*	*$ 50,000*						
4.5	Mug Shot Repository	*$ 55,000*	*DOC*	*$ 55,000*							
7.14	Regional Prison Support System	*$ 350,200*	*DOC*	*$ 175,100*	*$ 175,100*						
7.17	ACIS Redesign	*$ 949,800*	*DOC*	*$ 379,920*	*$ 569,880*						
1.4	Restructure CJIN	$ 2,500	DOJ-CSD	$ 2,500							
7.13	Courts GUI	*$ 236,100*	*Courts*	*$ 118,050*	*$ 118,050*						
	PHASE II SUBTOTAL			**$ 92,550**	**$ 90,050**						
	NOTE: Above numbers in italicized print are not included in totals.										
PHASE III - MCJIS DESIGN											
Phase IIIA - Overall Design											
7.1	MCJIS Design	$ 158,000	MCJIS	$ 31,600	$ 126,400						
6.3	Voice, Radio/Data Network Plan	$ 46,400	MCJIS	$ 9,280	$ 37,120						
11.3	Data Security	$ 190,100	MCJIS	$ 38,020	$ 152,080						
	Phase IIIA Subtotal			**$ 78,900**	**$ 315,600**						
Phase IIIB - Standards											
6.2	Infrastructure Standards	$ 26,600	MCJIS			$ 26,600					
11.1	Data Standards and Data-Sharing Relationships	$ 50,100	MCJIS			$ 50,100					
11.2	Information Exchange Standards	$ 50,100	MCJIS			$ 50,100					
11.4	Minimum Demographic Standards	$ 50,100	MCJIS			$ 50,100					
11.6	Common Transactions and Interfaces	$ 40,100	MCJIS			$ 40,100					
	Phase IIIB Subtotal					**$ 217,000**					

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
PHASES / PROJECTS BY FISCAL YEAR

Detail

Phase/Project		Total	Agency	Fiscal Year 1	Fiscal Year 2	Fiscal Year 3	Fiscal Year 4	Fiscal Year 5	Fiscal Year 6	Fiscal Year 7	Fiscal Year 8
Phase IIIC - Policies and Procedures											
3.1	Purchasing Rules	$ 1,200	DOA			$ 1,200					
3.2	Legislative Code	$ 2,900	DOJ			$ 2,900					
3.3	Information Policy	$ 18,500	MCJIS				$ 18,500				
3.4	Records Collection and Dissemination	$ 13,500	MCJIS				$ 13,500				
3.5	Records Management	$ 6,450	MCJIS				$ 6,450				
3.6	Internet Data Sharing	$ 18,100	MCJIS				$ 18,100				
3.7	Business Procedures	$ 15,700	MCJIS				$ 15,700				
3.8	Cost Redistribution	$ 34,700	MCJIS				$ 34,700				
	Phase IIIC Subtotal					**$ 4,100**	**$ 106,950**				
PHASE IV - OPERATING IMPROVEMENTS											
Phase IVA - ID Resources											
4.2	Misdemeanor Fingerprints	$ 137,000	DOJ-ID				$ 137,000				
4.3	Full-Time Identification Services	$ 112,000	DOJ-ID				$ 112,000				
4.6	Data Quality	$ 119,000	DOJ-ID				$ 119,000				
	Phase IVA Subtotal						**$ 368,000**				
Phase IVB - Stand-Alone Projects											
4.7	Driver License Photo Repository Access	$ 80,000	MCJIS						$ 80,000		
6.4	Statewide Messaging Directory Services	$ 119,600	MCJIS						$ 119,600		
6.5	SummitNet MCJIS Involvement	$ 370,100	MCJIS	$ 46,263	$ 46,263	$ 46,263	$ 46,263	$ 46,263	$ 46,263	$ 46,263	$ 46,263
7.7	Intelligence System Development	$ 61,400	MCJIS						$ 61,400		
7.8	MVD Access	$ 11,700	MCJIS						$ 11,700		
7.9	Criminal History Access	$ 21,700	MCJIS						$ 21,700		
9.1	III	$ 116,600	MCJIS							$ 116,600	
9.3	Sex Offender Registration	$ 88,100	MCJIS							$ 88,100	
10.7	Public Safety System Linkages	$ 43,600	MCJIS							$ 43,600	
7.11	Traffic Accident System	$ 79,700	MDOT							$ 79,700	
7.15	Imaging Pilot	$ 248,600	MCJIS								$ 248,600
7.16	MDT	$ 118,200	DOJ-CSD								$ 118,200
	Phase IVB Subtotal			**$ 46,263**	**$ 46,263**	**$ 46,263**	**$ 46,263**	**$ 46,263**	**$ 340,663**	**$ 374,263**	**$ 413,063**

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
PHASES / PROJECTS BY FISCAL YEAR

Detail

	Phase/Project	Total	Agency	Fiscal Year 1	Fiscal Year 2	Fiscal Year 3	Fiscal Year 4	Fiscal Year 5	Fiscal Year 6	Fiscal Year 7	Fiscal Year 8
PHASE V - TRAINING AND EDUCATION											
1.3	Management Education	$ 29,000	MCJIS	$ 5,800	$ 5,800	$ 5,800	$ 5,800	$ 5,800			
5.2	Training	$ 250,000	MCJIS			$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	
5.3	Criminal Justice Forum	$ 12,200	MCJIS			$ 12,200					
	PHASE V SUBTOTAL			**$ 5,800**	**$ 5,800**	**$ 68,000**	**$ 55,800**	**$ 55,800**	**$ 50,000**	**$ 50,000**	
PHASE VI - HOT FILES											
7.2	In-Custody	$ 202,100	MCJIS						$ 202,100		
7.3	Master Index	$ 185,500	MCJIS						$ 185,500		
10.3	MII Interfaces	$ 44,400	MCJIS							$ 44,400	
9.5	FIFS	$ 61,100	MCJIS							$ 61,100	
7.6	Illegal Aliens Database	$ 88,400	MCJIS							$ 88,400	
9.2	Instant Gun Check	$ 50,100	MCJIS			$ 50,100					
9.4	NIBRS	$ 60,600	MCJIS			$ 60,600					
11.5	Statewide Master Files	$ 100,100	MCJIS						$ 100,100		
7.10	Hot File Access	$ 109,100	MCJIS						$ 109,100		
9.10	CODIS	$ 28,100	MCJIS						$ 28,100		
	PHASE VI SUBTOTAL			**$ -**	**$ -**	**$ 110,700**	**$ -**	**$ -**	**$ 624,900**	**$ 193,900**	
PHASE VII - CRIMINAL HISTORY											
Phase VIIA - Criminal History Support											
7.4	Criminal History System	$ 1,637,000	MCJIS			$ 818,500	$ 818,500				
7.5	Juvenile Repository	$ 83,500	MCJIS				$ 41,750	$ 41,750			
10.1	AFIS/Criminal History	$ 151,100	MCJIS					$ 151,100			
10.2	Switcher Replacement	$ 500,100	DOJ-CSD				$ 500,100				
	Phase VIIA Subtotal			**$ -**	**$ -**	**$ 818,500**	**$ 1,360,350**	**$ 192,850**	**$ -**	**$ -**	**$ -**
Phase VIIB - Criminal History Interfaces											
10.4	Courts/Corrections Interface	$ 55,600	MCJIS						$ 55,600		
10.5	Jail/Corrections Interface	$ 58,600	DOC						$ 58,600		
10.6	Jail/Criminal History Interface	$ 48,600	MCJIS						$ 48,600		
	Phase VIIB Subtotal			**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 162,800**	**$ -**	**$ -**

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
PHASES / PROJECTS BY FISCAL YEAR

Detail

	Phase/Project	Total	Agency	Fiscal Year 1	Fiscal Year 2	Fiscal Year 3	Fiscal Year 4	Fiscal Year 5	Fiscal Year 6	Fiscal Year 7	Fiscal Year 8
PHASE VIII - LOCAL APPLICATIONS											
8.1	Repository Access	$ 140,100	BCC				$ 70,050	$ 70,050			
8.2	NIBRS Compatibility	$ 180,400	MCJIS				$ 90,200	$ 90,200			
8.3	Current Functionality	$ 195,600	MCJIS				$ 97,800	$ 97,800			
8.4	Law Enforcement Applications	$ 354,800	MCJIS					$ 177,400	$ 177,400		
8.5	Mug Shot System	$ 180,900	MCJIS					$ 90,450	$ 90,450		
8.6	Jail Management System	$ 634,400	MCJIS					$ 317,200	$ 317,200		
8.7	Booking/Identification System	$ 532,400	MCJIS						$ 266,200	$ 266,200	
	PHASE VIII SUBTOTAL			$ -	$ -	$ -	**$ 258,050**	**$ 843,100**	**$ 851,250**	**$ 266,200**	
	MCJIS TOTALS	$ 9,026,950		$ 397,763	$ 663,663	$ 1,271,313	$ 2,202,163	$ 1,144,763	$ 2,036,363	$ 891,113	$ 419,813

NOTE: Bold numbers are not included in the totals.

APPENDIX E
BUDGET BY OBJECTIVE OF EXPENDITURE

STATE OF MONTANA
CRIMINAL JUSTICE INFORMATION SYSTEM
BUDGET BY OBJECTIVE OF EXPENDITURE

Expenditure Area	Fiscal Year 1	Fiscal Year 2	Fiscal Year 3	Fiscal Year 4	Fiscal Year 5	Fiscal Year 6	Fiscal Year 7	Fiscal Year 8	Totals
Salary and Benefits	$ 103,275	$ 75,675	$ 250,625	$ 394,475	$ 161,375	$ 257,075	$ 82,875	$ 83,575	$ 1,408,950
Goods and Services	24,500	9,000	18,733	16,333	21,833	26,733	7,233	7,833	132,200
Equipment and Software	47,000	125,000	1,260,500	1,049,500	1,055,000	840,000	170,000	295,000	4,842,000
Travel	11,800	18,000	37,000	35,500	51,000	41,500	11,500	12,500	218,800
Contracted Services	345,000	$ 255,000	257,500	355,000	552,500	425,000	125,000	110,000	2,425,000
MCJIS TOTALS	$ 531,575	$ 482,675	$ 1,824,358	$ 1,850,808	$ 1,841,708	$ 1,590,308	$ 396,608	$ 508,908	$ 9,026,950

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